The Acquisition Workforce

A highly competent workforce is essential to support the needs of the warfighter. The acquisition workforce must meet those needs through customer-focused development, integration, acquisition, fielding, and sustainment now and in the future. This involves building a highly competent Acquisition and Technology Workforce (A&TWF) that influences the acquisition process through innovative and broad-spectrum planning and programming, and influences the products of that process to ensure they meet customer needs.

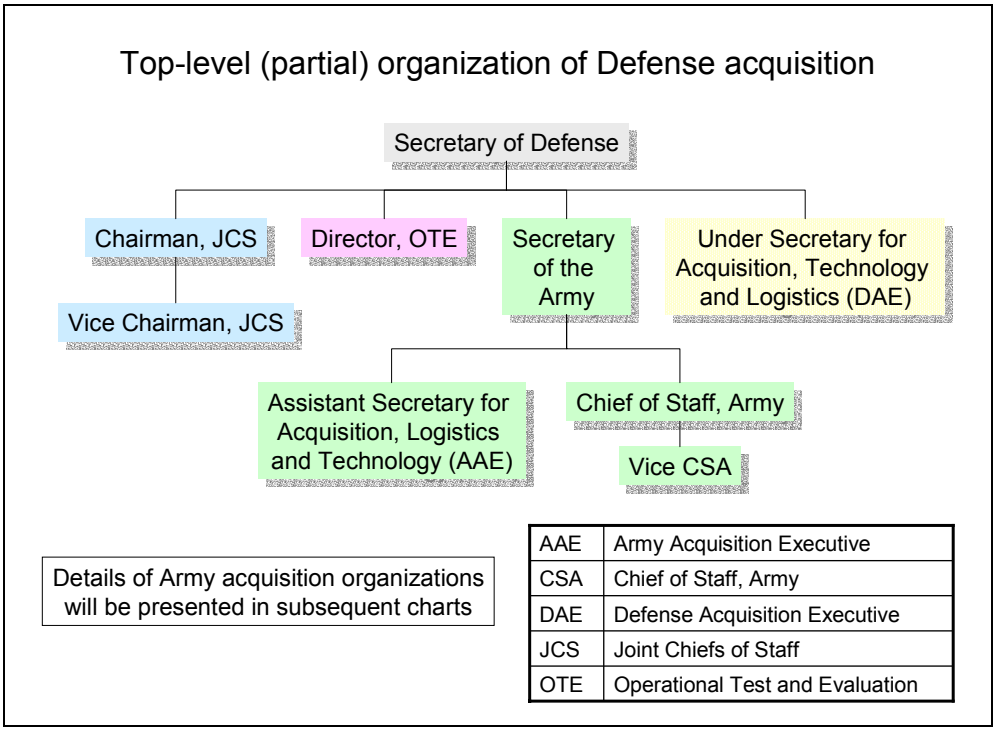
There are a large number of people and organizations within the Defense acquisition community. These organizations will be addressed throughout the course. Understanding the roles and missions of the acquisition community will enhance your understanding of the acquisition process.

Links have been inserted throughout the text to enable you to quickly access definitions. It will help if you first click on the View portion of the toolbar, select Toolbars, and then select Web. To access a link or definition, move the cursor over the underlined expression, press and hold the Control key as you click the left mouse button. You will note that a green arrow appears on the far left of the Web toolbar. After you have accessed and read the definition of a term, you may click on the green arrow to return to the exact place in your text from where you accessed the hyperlink. This feature is being incorporated into other readings

Learning Objectives

1. Describe the roles of the people and principal organizations involved in the Army acquisition process.
2. Specify which milestone review body typically oversees each acquisition category.
3. List the differences among program, project and product managers.
4. Recognize how DOD implements the Defense Acquisition Workforce Improvement Act (DAWIA).
5. Recognize the working provisions of the DAWIA.
6. Recognize how the DAWIA applies to you as a defense acquisition professional.
7. Recognize acquisition positions, acquisition career fields, and the difference between acquisition positions and critical acquisition positions.
8. Recognize the three levels of certification available in all career fields and the need to petition the Directors of Acquisition Career Management (DACMs) for certification recognition.
9. Recognize the qualifications of the Acquisition Corps.

People and Acquisition Organizations



This chart shows the top Department of Defense (DoD) level acquisition-related organizations and the relationship to the Army acquisition organizational structure.

The Secretary of Defense

The Honorable
Donald H. Rumsfeld
Secretary of Defense

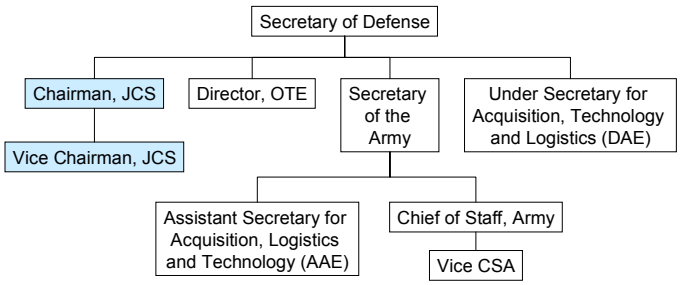
The Secretary of Defense is the principal defense policy adviser to the President and is responsible for the formulation of general defense policy and policy related to all matters of direct concern to the Department of Defense, and for the execution of approved policy. Under the direction of the President, the Secretary exercises authority, direction and control over the Department of Defense. The Secretary of Defense is responsible for establishing policies and procedures for the effective management (including accession, education, training, and career development) of persons serving in acquisition positions in the DoD.

The Chairman of the Joint Chiefs of Staff (CJCS)

General Richard B. Myers
Chairman of the Joint
Chiefs of Staff

The Chairman of the Joint Chiefs of Staff (CJCS) serves as the principal military advisor to the President, the Secretary of Defense, and the National Security Council.

Top-level (partial) organization of Defense acquisition



The Vice Chairman of the Joint Chiefs of Staff (VCJCS)

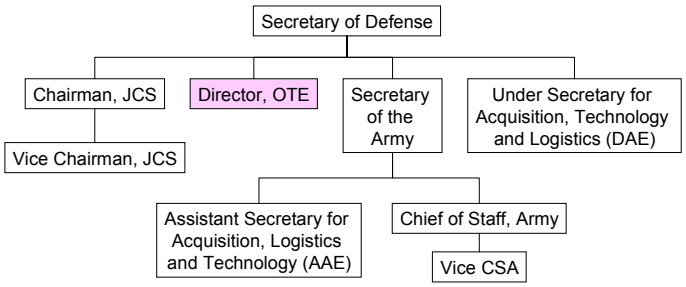
The Vice Chairman of the Joint Chiefs of Staff (VCJCS), assisted by the Joint requirements Oversight Council (JROC), will oversee the requirements generation system in accordance with policies and procedures contained in this instruction to ensure the responsibilities of the Chairman under title 10, U.S. Code, are fulfilled. Additionally, the VCJCS serves as the Vice Chairman of the Defense Acquisition Board (DAB), as a member of the National Security Council Deputies Committee and the Nuclear Weapons Council. In addition, he acts for the Chairman in all aspects of the Planning, Programming and Budgeting System to include participating in meetings of the Defense Resources Board.

General Peter Pace
Vice Chairman of the
Joint Chiefs of Staff

The Director, Operational Test & Evaluation (DOT&E)

The Honorable
Thomas P. Christie
Director, Operational
Test and Evaluation

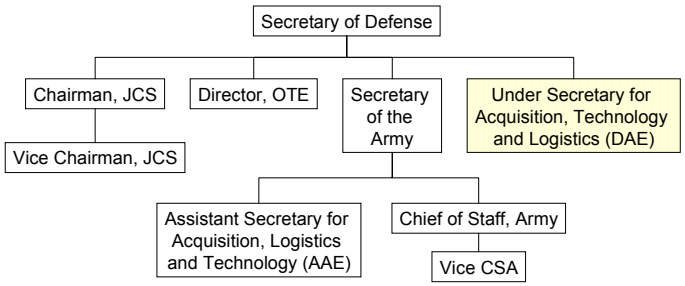
Top-level (partial) organization of Defense acquisition



The Director, Operational Test & Evaluation (DOT&E) is the principal staff assistant and senior advisor to the Secretary of Defense on operational test and evaluation (OT&E) in the Department of Defense. DOT&E is responsible for issuing DoD OT&E policy and procedures; reviewing and analyzing the results of OT&E conducted for each major DoD acquisition program; providing independent assessments to Secretary of Defense, the Under Secretary of Defense for Acquisition, Technology and Logistics, and Congress making budgetary and financial recommendations to the Secretary of Defense regarding OT&E; and oversight to ensure OT&E for major DoD acquisition programs is adequate to confirm operational effectiveness and suitability of the defense system in combat use.

The Under Secretary of Defense for Acquisition, Technology and Logistics (USD (AT&L))

Top-level (partial) organization of Defense acquisition



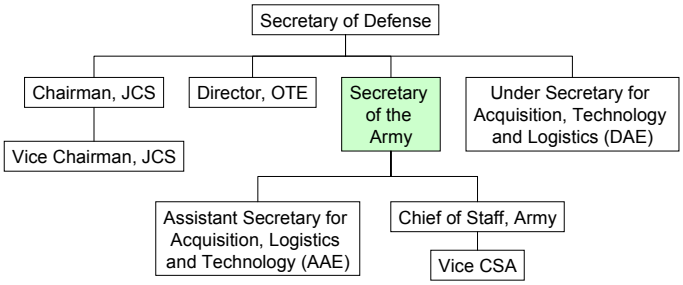
The Honorable
E.C. “Pete” Aldridge
Under Secretary of Defense
for Acquisition, Technology
and Logistics

The Under Secretary of Defense for Acquisition, Technology and Logistics (USD (AT&L)) is responsible for all matters relating to Department of Defense acquisition, research and development, logistics, advanced technology, international programs, environmental security, nuclear, chemical, and biological programs, and the industrial base.

The Secretary of the Army

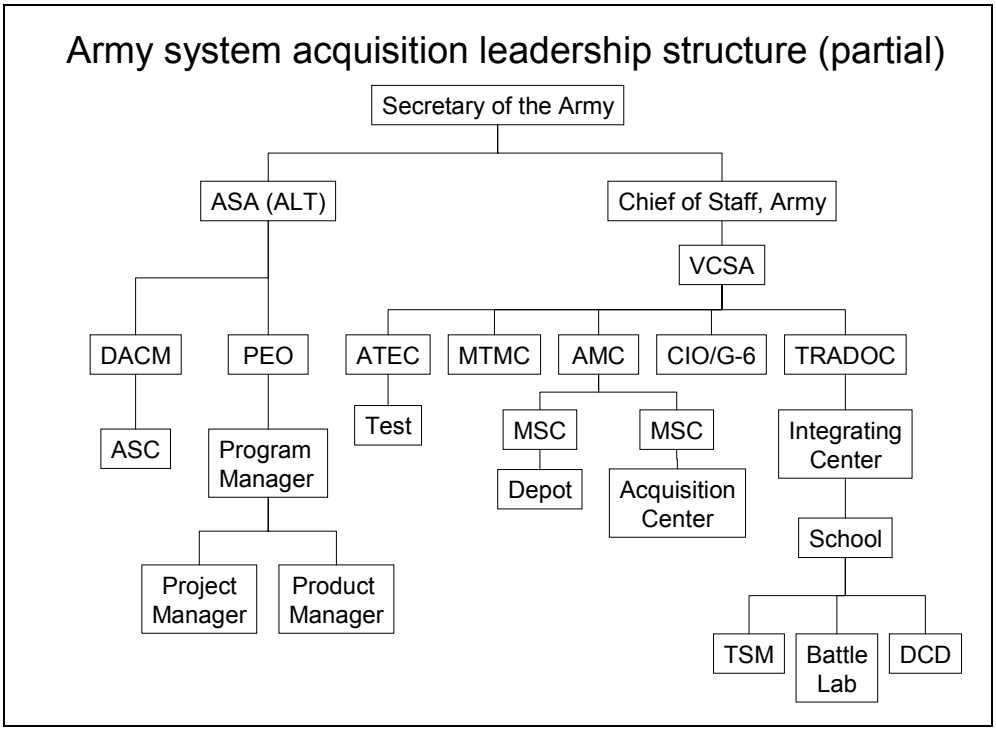
The Honorable
Thomas E. White
Secretary of the Army

Top-level (partial) organization of Defense acquisition



The Secretary of the Army has statutory responsibility for all matters relating to Army manpower, personnel, reserve affairs, installations, environmental issues, weapons systems and equipment acquisition, communications, and financial management. The Secretary of the Army is responsible for the department's annual budget of nearly $82 billion. The Secretary leads a team of just over one million active duty, National Guard and Army Reserve soldiers and 220,000 civilian employees, and has stewardship over 15 million acres of land.

The chart below highlights the principal organizations and positions involved in Army system acquisition. This portion of the reading will emphasize these organizations and positions.

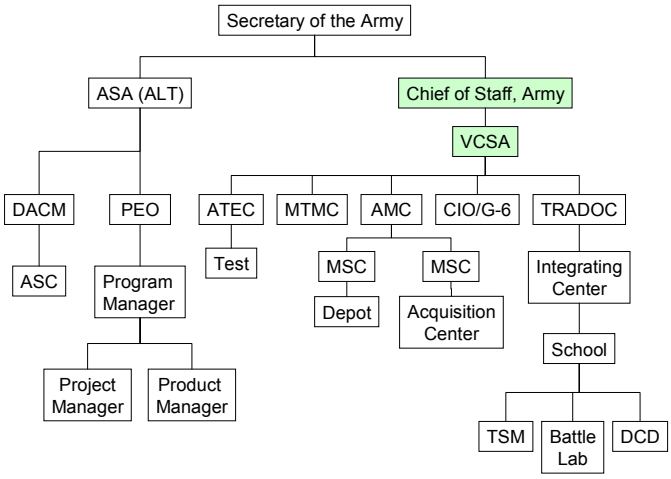


Within this complex environment, the Army acquisition workforce is responsible for ensuring that we have the proper equipment to complete our assigned missions. The Army acquisition workforce is made up of approximately 2,000 military and 38,000 civil service employees. This number does not include the hundreds of thousands of people working for defense contractors who do most of the actual research, design and production.

Click on the title below for quick access.

Chief of Staff, U.S. Army

The Army Staff falls under the direction of the Chief of Staff, U.S. Army and Vice Chief of Staff, U.S. Army (VCSA). The Army Staff constitutes what we normally think of as the military functional areas in the Army responsible to the Secretary of the Army (SA).



General Eric K. Shinseki
Chief of Staff, Army

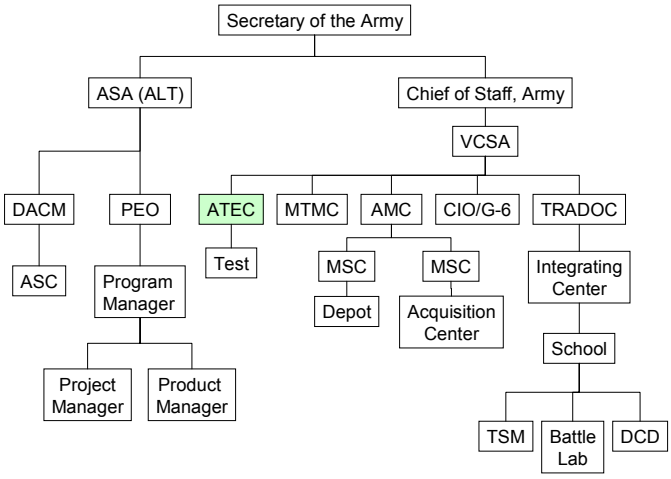
Vice Chief of Staff, U.S. Army (VCSA)

General John M. Keane
Vice Chief of Staff, Army

The Vice Chief of Staff of the Army (VCSA) has the following acquisition responsibilities:

1. Serves as co-chairman of the Army Modeling and Simulation General Officer's Steering Committee.
2. Serves as co-chairman of the Army Systems Acquisition Review Council (ASARC).
3. Serves as the Army's representative to the Joint Requirements Oversight Council (JROC). He ensures that major Army programs are scheduled and reviewed by the JROC as required.

U.S. Army Test and Evaluation Command (ATEC)



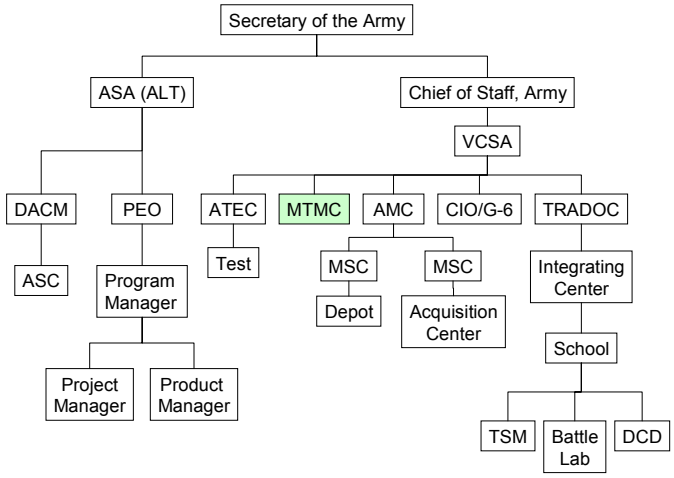
MG John Marcello
Commanding General
U.S. Army Test and
Evaluation Command

The Commanding General, U.S. Army Test and Evaluation Command (ATEC) will --

1. Support the materiel acquisition and force development processes through overall management of the Army's Operational Test (OT) and continuous evaluation programs.
2. Manage OSD-directed joint OT.
3. Verify correction of deficiencies reported in DTE and previous OTE.
4. Chair and manage the Test, Schedule, and Review Committee (TSARC).
5. Review the Test and Evaluation Master Plan (TEMP) for each system to ensure test planning and resources are adequate to evaluate operational effectiveness, suitability and survivability.
6. Conduct cost-performance trade-off analyses to ensure costs for operational testing are minimized, reasonable, and achievable. Consider modeling and simulation and alternative test events as part of cost-performance tradeoff analyses leading to operational testing requirements.
7. Serve as the Army's primary developmental tester for materiel systems including clothing and individual equipment (CIE) items.
8. Plan, conduct, and report the results of Developmental Testing (DT).
9. Provide test facilities and if needed, soldier operator-maintainer test and evaluation personnel for the conduct of DT.
10. Provide safety releases to the developmental and operational testers prior to any testing using troops.
11. Ensure that a specific analysis of safety considerations is included in the test design.

U.S. Army Military Traffic Management Command (MTMC)

Military Traffic Management Command Transportation Engineering Agency (MTMCTEA)



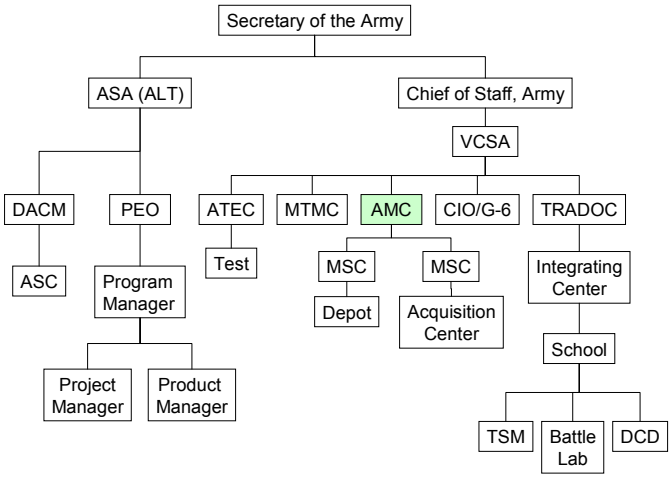
U.S. Army Military Traffic Management Command Transportation Engineering Agency Mission and Functions. To improve the global deployability of U.S. Armed Forces by providing the Department of Defense (DoD) with transportation engineering, policy guidance, research, and analytical expertise to support the National Military Strategy. As DoD's deployment engineering and analysis expert, MTMCTEA's functions include:

1. Executing the Highway, Railroads, and Ports for National Defense Programs.
2. Conducting force deployability, transportation infrastructure, and operations/exercise analyses.
3. Ensuring transportability design influence, criteria, and critical movement considerations are integrated into DoD's acquisition process.
4. Formulating movement procedures for existing and future materiel.
5. Developing deployability analysis techniques and transportation models and simulations.
6. Managing the acquisition and distribution of authoritative transportation data in support of deployment requirements.

At the very foundation of force deployability is equipment transportability. Transportability Engineers work closely with requirements writers and equipment developers, including defense contractors, program managers and other government organizations, throughout the acquisition life cycle, to influence the design of systems in favor of efficient transportability.

We evaluate every aspect of an item's transportability characteristics, including: weight, dimensions, lifting and tie down provisions, interface with required transportation assets and infrastructure, and structural integrity. We accomplish this mission by employing advanced virtual simulations and through participation in live testing. Our efforts ensure that equipment design facilitates rapid force deployment.

U.S. Army Materiel Command (AMC)



GEN Paul J. Kern
Commanding General
Army Materiel Command

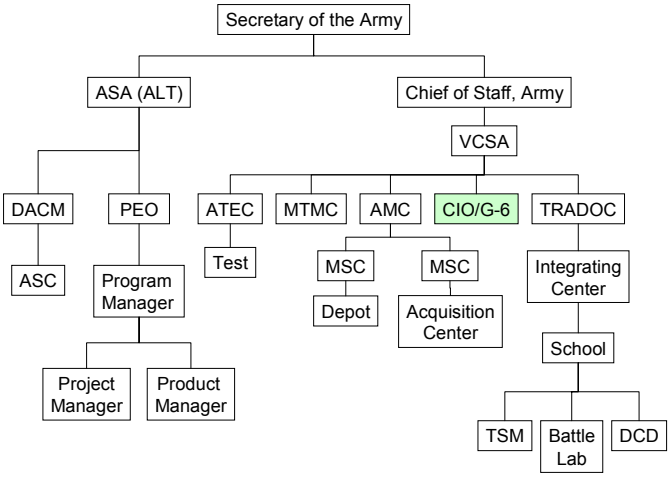
U.S. Army Materiel Command (AMC)

1. Serve as MATDEV for assigned programs.
2. Be responsible for the RDTE, and the acquisition and logistics support of assigned materiel in response to approved requirements.
3. Provide the planning guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture; minimize life-cycle cost; and are fielded within cost, schedule, and performance baselines.
4. Supervise, and evaluate assigned PMs and provide matrix support as requested by PEO/PMs.
5. Manage assigned technology base.
6. Plan for and provide essential logistical support for deployed equipment.
7. Serve as the single manager for conventional ammunition, pursuant to a delegation by the Secretary of the Army.
8. Manage the development, acquisition, and support of non system training aids, devices, simulators and simulations (TADSS) and system TADSS as requested by PEOs and PMs.
9. Provide survivability, vulnerability, or lethality analysis and survivability enhancement expertise for Army materiel programs.
10. Conduct developmental tests (DTs) for Army materiel systems and support operational tests (OT) as appropriate.
11. Provide support to the U.S. Army Medical Research and Materiel Command (USAMRMC) regarding the medically related protection aspects in the development, testing, evaluation and readiness of CIE.
12. Develop and acquire targets, threat simulators, and unique test instrumentation for both DT and OT.
13. Exercise delegated authority and provides extended staff support to HQDA.
14. Act as the Army Executive Agent for physical security equipment.

15. Establish and maintain the Army Acquisition Pollution Prevention Support Office to support the Army Executive Agent for Acquisition Pollution Prevention efforts; provide direct environmental functional support to the Army acquisition community, and coordinate with the Assistant Secretary of the Army for Installations and Environment, PEO and non-PEO programs.
16. Manage the Army Product Engineering Services Office (APESO), and provide independent assessments of program production readiness.
17. Develop international cooperative opportunities for assigned Army acquisition programs.
18. Provide Combat Training Center (CTC) device support throughout all acquisition phases for use at one or more of the CTCs.

Develop and provide independent safety assessment for non-ASARC systems in support of MDRs.

Chief Information Officer/G-6 (CIO/G-6)



LTG Peter M. Cuviello
Director, CIO/G6

Office of the Chief Information Officer/G-6 (CIO/G-6)[1] is responsible for the information management function for the Department of the Army. The responsibilities of the CIO/G-6 are:

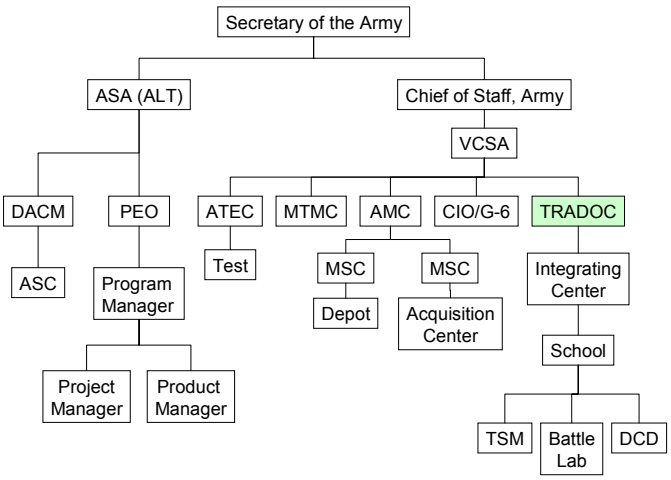
1. Serving as the Chief Information Officer (CIO) of the Army.
2. Formulating policy and managing information systems in the Command, Control, Communications, and Computers (C4) Information Technology (IT) Area for the Department of the Army, which includes the theater, tactical, strategic, and sustaining base environments.
3. Serving as military deputy to the Army Acquisition Executive for acquisition of communications systems, information systems, and command and control systems

[1] CIO - formerly, Director of Information Systems for Command, Control, Communications, and Computers (DISC4)

with responsibility for the research, development, and acquisition of these systems.
4. Developing requirements, directing, and managing the information management activities of sustaining base information systems.
5. Providing oversight of assigned joint military satellite communications programs and projects.
6. Managing the Army Information Systems Security Program.
7. Providing oversight for the Army Spectrum Management Program.
8. Serving as the Functional Chief for the CP-34 Civilian Career Field Program.

U.S. Army Training and Doctrine Command (TRADOC)

GEN Frederick M. Franks, Jr.
Commanding General
U.S. Army Training and
Doctrine Command

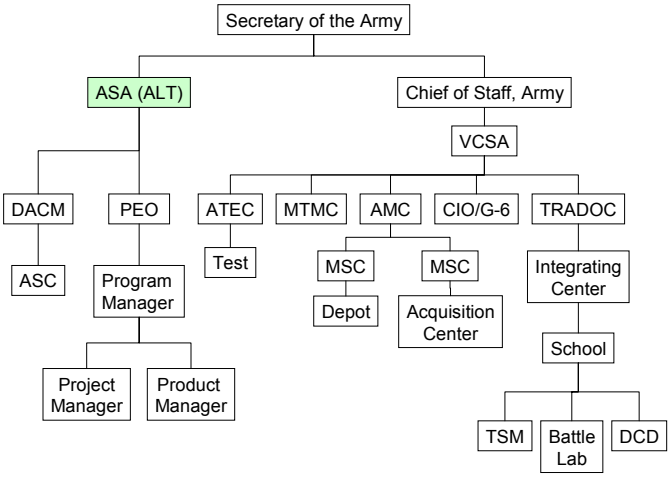


U.S. Army Training and Doctrine Command (TRADOC)

1. Serve as the principal Army combat developer (CBTDEV) and training developer (TNGDEV).
2. Formulate concepts; identifies requirements for future doctrine, training, leader development, organizations, materiel and soldier (DTLOMS), and clothing and individual equipment (CIE); recommends priorities for force modernization changes; and represents the soldier in the acquisition process.
3. Integrate the total combat and training developments efforts of the Army.
4. Approve Army warfighting and training requirements prior to their submission to DA for prioritization and resourcing.
5. Develop and update requirements documents and crosswalk the sub-system requirements with the Joint Operational Architectures (JOA).
6. Identify desired future warfighting and training capabilities through multidisciplinary integrated concept teams (ICTs).
7. Develop System Training Plans (STRAP) to define system New Equipment Training (NET) and sustainment training strategies and training support/distance learning requirements (See AR 350-35.)

8. Support test and evaluation programs and ensure availability of critical operational issues and criteria (COIC) to support test and evaluation master plan (TEMP) approval.
9. Develop the Basis of Issue Plan (BOIP) feeder data and Qualitative and Quantitative Personnel Requirements Information (QQPRI) packages for training support systems.
10. Develop an operational architecture and enforce operational architectures for all systems.
11. Be responsible for performing analysis of alternatives (AoA) as necessary.
12. Participate with the materiel developer (MATDEV) in conducting cost-performance trade-off studies and establishing cost targets. Update requirement documents with changes resulting from cost-performance trade studies when appropriate.

The Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA (ALT))



The Honorable
Claude M. Bolton, Jr.
ASA(ALT)/AAE

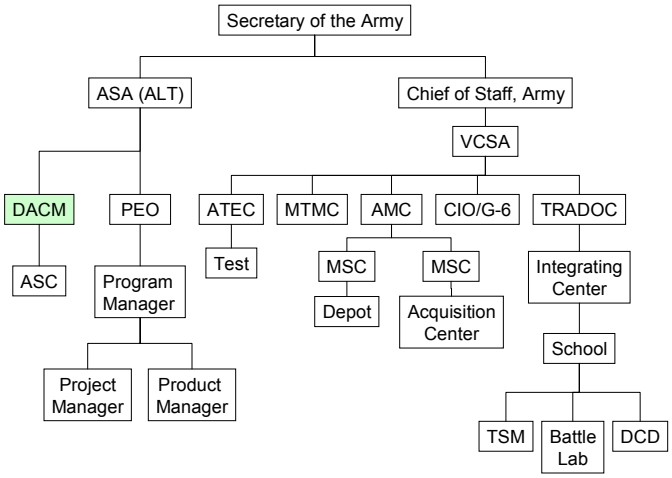
The Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA (ALT)) serves, when delegated, as the Army Acquisition Executive (AAE), the Senior Procurement Executive, the Science Advisor to the Secretary, and as the senior research and development official for the Department of the Army. The ASA (ALT) also has the principal responsibility for all matters related to Department of the Army logistics. Among the responsibilities of the ASA (ALT) are-

1. Executing the acquisition function and the acquisition management system of the Department of the Army.
2. Advising the Secretary on all matters relating to acquisition and logistics management.
3. Overseeing the logistics management function including readiness, supply, services, maintenance, transportation, and related automated logistics systems management.

4. Reviewing, in coordination with the Army International Affairs Office the security assistance portions of the Army International Affairs Plan to ensure that they are logistically sound and supportable and compatible with the Army's Research, Development, Acquisition, and Industrial Base Programs.
5. Appointing, managing, and evaluating program executive officers and direct-reporting program managers.
6. Managing the Army Acquisition Corps and the Army Acquisition Workforce.
7. Representing the DA on the Defense Acquisition Board, the Nuclear Weapons Council Standing Committee, and the Conventional Systems Committee.
8. Chairing the Army Systems Acquisition Review Council.
9. Exercising the procurement and contracting functions, including exercising the authorities of the agency head for contracting, procurement, and acquisition matters pursuant to laws and regulations, the delegation of contracting authority; and the designation of contracting activities.
10. Providing the Army policy representative to the Defense Acquisition Regulatory Council.
11. Executing the research and development function, including scientific and technical information, domestic transfer, advanced concepts and assessments, basic and applied research, and non-system specific advanced development.
12. Directing the Army Science Board.
13. Administering and overseeing research, development, test, evaluation, and acquisition programs, to include, in coordination with the Army International Affairs Office, the execution of data/information exchange programs, cooperative research and development memoranda of understanding, and participating in international forums concerning the aforementioned subjects.
14. Ensuring the production readiness of weapon systems.
15. Integrating Manpower and Personnel Integration (MANPRINT) and integrated logistics support into the materiel acquisition process.
16. Applying the Defense Standardization and Specification Program.
17. Overseeing the Army Industrial Base and Industrial Preparedness Programs.
18. Managing the Department of the Army Competition Advocate Program.
19. Supporting Department of the Army acquisition of space and strategic programs.
20. Overseeing the Chemical Demilitarization Program and supervising the Program Manager for Chemical Demilitarization.

Director, Acquisition Career Management (DACM)

Military Deputy to the
ASA (ALT)
LTG John S. Caldwell, Jr.

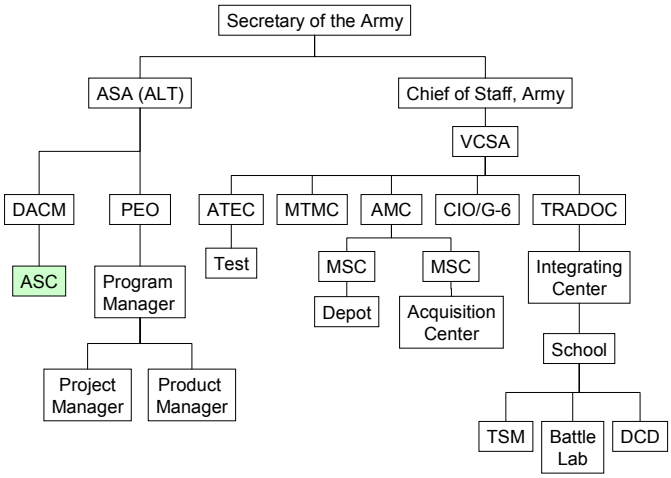


The Military Deputy to the Army Acquisition Executive serves as the Director, Acquisition Career Management. The DACM:[2]

1. Assists in training, educating, and career development of the acquisition workforce. (Note: the DACM is the Army Acquisition Qualification Course Proponent.)
2. Assists the AAE in implementing Defense Acquisition Workforce Improvement Act (DAWIA) and Department of Defense regulations pertinent to the Army acquisition workforce.
3. Serves as the Director, Army Acquisition Corps and approves all accessions to the Corps. The DACM's implementation strategy includes high quality education, training and other career broadening programs to enhance the Army acquisition workforce's technical competencies and leadership skills.
4. The DACM chairs the Army Acquisition Career Program Board (AACPB) in the absence of the AAE.
5. Designates a Deputy Director, Acquisition Career Management, to assist in developing policy and procedures for managing education, training, and acquisition experience of the Army acquisition workforce, as well as policy and procedures concerning accession into the Army Acquisition Corps.

[2] AR 70-1, *Army Acquisition Policy.*

Acquisition Support Center (ASC)

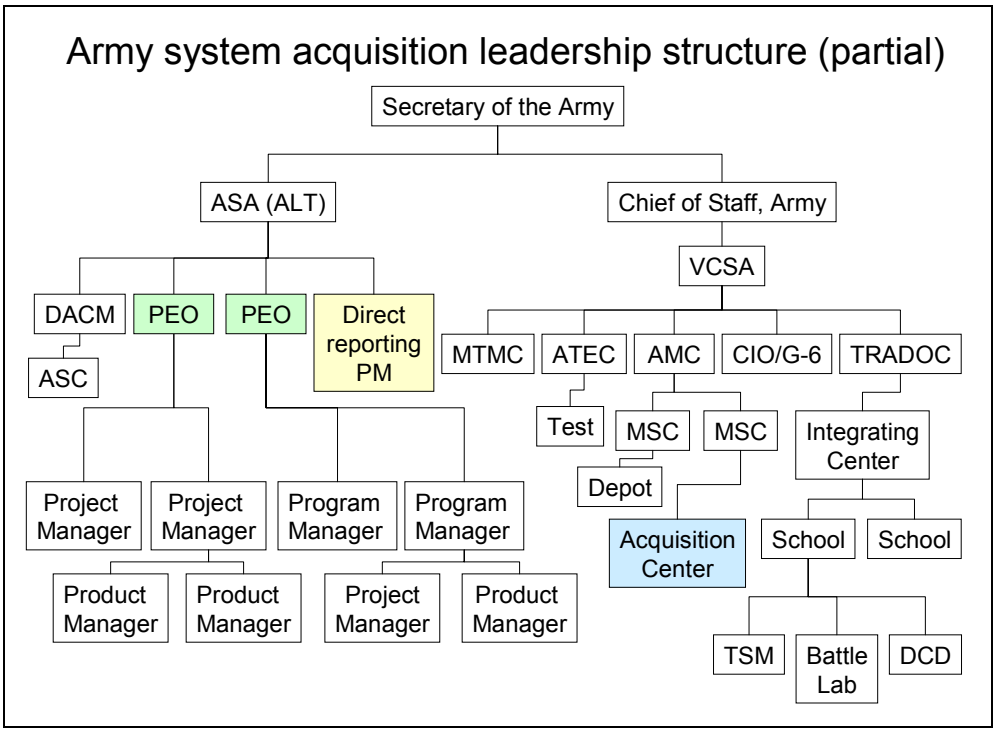


COL Mary Fuller
Director, Acquisition Support Center

U.S. Army Acquisition Support Center (ASC)

1. Publishes and maintains a listing of program executive officers and program, project and product managers.
2. Prepares charters for program managers.
3. Publishes the *Acquisition, Logistics and Technology Bulletin*.
4. Maintains the Army's Military Acquisition Position List (MAPL) and Civilian Acquisition Position List (CAPL).

Program Executive Officers (PEO)

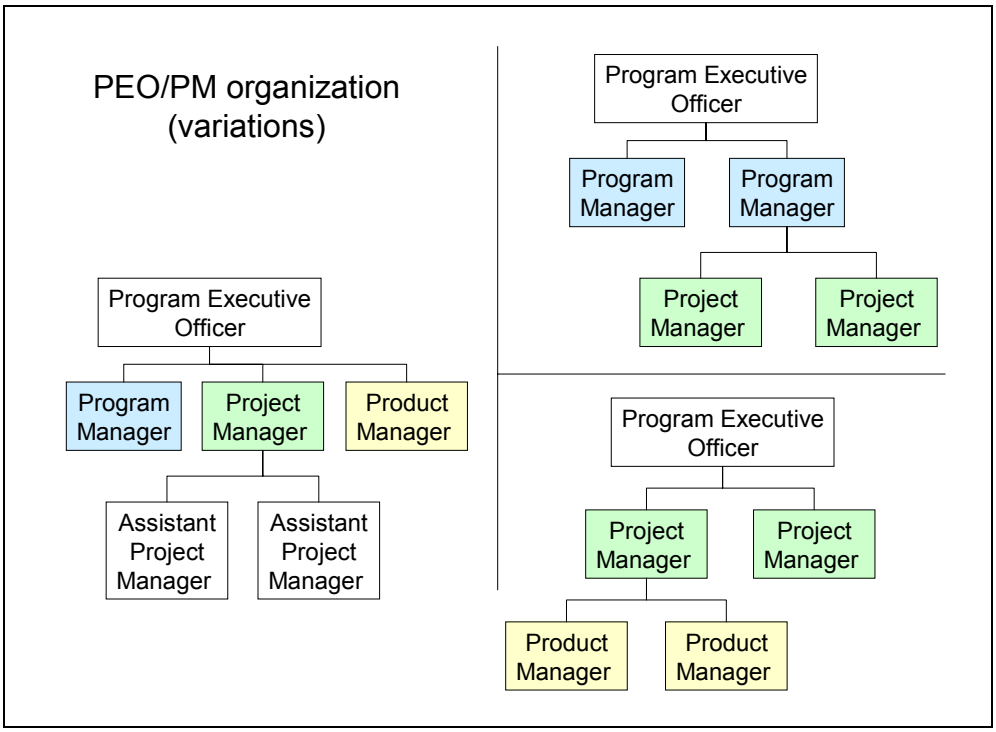


Program Executive Officers (PEO), Program Managers (PM) who directly report to the AAE and Deputies for Systems Acquisition at U.S. Army Materiel Command Major Subordinate Commands will:

1. Serve as a materiel developer (MATDEV).
2. Be responsible for the programmatic and planning, programming, budgeting, and execution (e.g., below threshold reprogramming authority) necessary to guide assigned programs through each milestone within approved baselines.
3. Provide the planning guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture (AEA); minimize life-cycle cost; and field systems within cost, schedule, and performance baselines.
4. Oversee the development, coordination, and commitment to an acquisition program baseline and ensure immediate reporting of all imminent and actual breaches of approved baselines.
5. Ensure acquisition program baseline and solicitations implement the Capabilities Development Document (CDD).
6. Implement integrated product teams (IPT) throughout the acquisition process.
7. Provide technical and functional integration across assigned programs. Ensure that functional matrix support to subordinate offices and program managers is planned and coordinated with the supporting organizations.
8. Supervise, and evaluate assigned program managers.

9. Perform the fund control responsibilities of an independent general operating agency (except for the Deputy for Systems Acquisition).
10. Plan, program, budget and execute all Mission Critical Computer Resources (MCCR) weapon system and Commercial off the Shelf (COTS) software support until the transition of planning, programming, budgeting and execution system (PPBES) responsibilities is completed.
11. Support development and re-engineering of all software by integrating software reuse principles (domain specific focus, reuse software engineering, and reuse oriented architectures) into the system software engineering process. Incorporate reuse technology into the system engineering and acquisition processes.
12. Act as the risk decision authority for medium risk residual safety hazards associated with Army systems.

Program, project, product managers (PM)



Program, project, product managers (PM) or other materiel developers will:

1. Serve as materiel developers.
2. Plan and manage acquisition programs consistent with the policies and procedures issued by the AAE and appropriate regulations, policies, procedures, and standards.
3. Provide the planning guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture, to include certification of compliance with the Army Enterprise Architecture to the milestone decision authority prior to formally releasing the draft and final solicitations; minimize life-cycle cost; and are fielded within cost, schedule, and performance baselines.
4. Develop and submit requirements for financial, manpower, matrix, and contractor support (CS) to the AAE, the respective PEO or other materiel developer. Coordinate for required functional support from the appropriate materiel command(s).
5. Develop, coordinate, and commit to an acquisition program baseline and immediately report all imminent and actual breaches of approved baselines.
6. Ensure acquisition program baselines and solicitations implement the Capabilities Development Document (CDD).
7. Prepare and submit timely and accurate periodic program performance reports, as required.
8. Implement integrated product teams (IPT) throughout the acquisition process.

9. For horizontal technology integration (HTI) programs, the Horizontal Technology Integration PM and its host platform PMs must coordinate all planning, programming and budgeting efforts to ensure their programs remain executable.
10. Be responsible for configuration management (CM).
11. Act as the risk decision authority for low risk safety hazards associated with Army systems. Be responsible for identifying all hazards, eliminating or mitigating when possible, and providing an assessment of hazards that are not eliminated.

Although every project requires similar managerial tasks, the Army differentiates among program, project and product manager terms.[3] Here is the unofficial terminology normally used:

Acquisition category	Normal Army PM title[4]	Normal rank or grade[5]
ACAT 1D	Program Manager	Brigadier General (BG) or Senior Executive Service (SES)
ACAT 1C – ACAT II	Project Manager	Colonel (COL) or GS-15
ACAT III	Product Manager	Lieutenant Colonel (LTC) or GS-14
ACAT IV	System Manager	Captain or Major (CPT/MAJ) or GS-12/13

It is important to note that, over time, a project that started out as an ACAT 1D with a Brigadier General as the program manager, may be downgraded to an ACAT 1C and be headed by a Colonel as project manager. This is done because the program's technical complexity diminishes over time and individuals with less experience can adequately manage the less complex project. Similarly, an ACAT 1C can be downgraded to an ACAT II project, etc.

An Army PM is selected by a special board convened by the U.S. Total Army Personnel Command (PERSCOM). PM positions are open to both military and civilian employees. Usually, if an officer is assigned as a PM, the deputy PM will be a civilian, and the converse.

Each PM receives a charter that outlines the responsibilities of the project manager. The Acquisition Support Center drafts PM charters. A typical charter contains the following information:

- Name of the project manager.
- Name of the program that will be managed by the PM.
- To whom does the PM report? (Normally, a program executive officer is named.)
- Scope of the project, i.e., what is the PM supposed to accomplish?

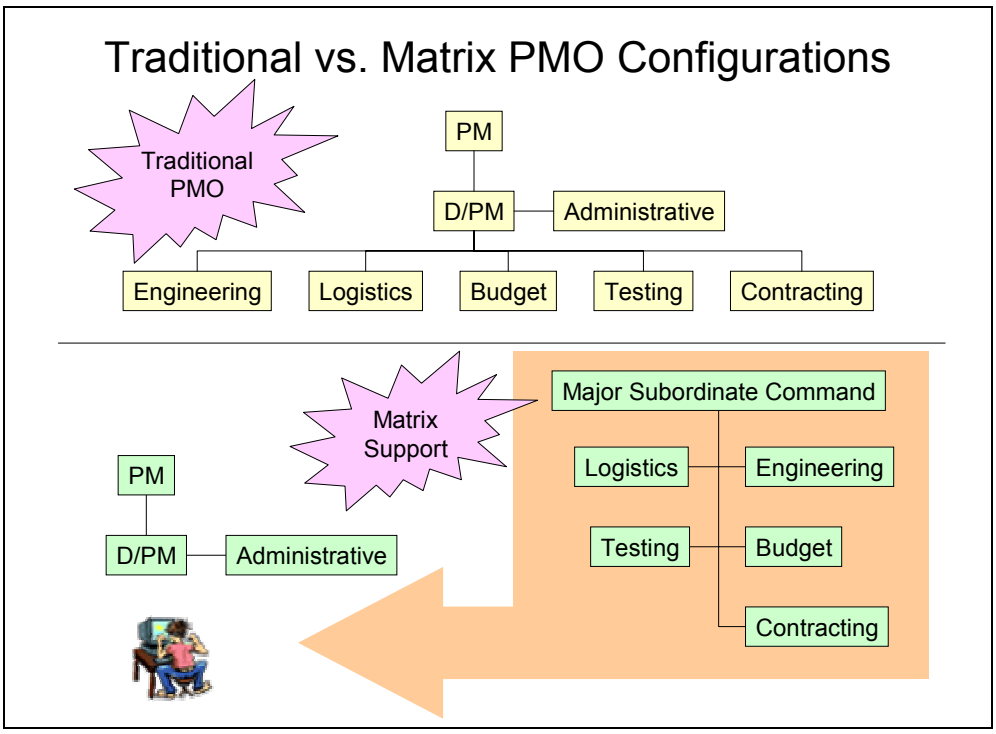
[3] Unless specifically stated, PM will mean program, project or product managers within this course. Further, these terms may be used interchangeably.
[4] The use of the word "normal" means that there may be exceptions.
[5] Ibid.

- A statement that the PM is invested with full line authority for project accomplishment.

Sample PM charter.

Establishing the project management office

There are two basic configurations of project management offices.



1. Traditional PMO. In this configuration, everybody supporting the PM is part of the organization. This arrangement has the following advantages:

    a. The PM exercises the greatest degree of control over the workforce. i.e., everybody works for the PM.
    b. Staff loyalty and camaraderie can be optimized. The team concept is emphasized.
    c. The staff can quickly adapt to a rapidly changing situation. If the PM announces a change in the acquisition strategy, everybody in the office can quickly adapt to the strategy change.

2. Matrix PMO. In this configuration, everybody supporting the PM belongs to a parent organization. This arrangement has the following advantages:

    a. Total staff costs are reduced because the parent organization is able to quickly switch employees between projects. This enables management to assign a more constant workload to each employee.

b. The level of functional experience gained by employees is increased by assigning them to work on several diverse projects.
c. Employees supporting a specific project can be reassigned to another project when their skills are no longer needed. As a project progresses through its life cycle, skill sets required of the PMO staff change. E.g., in the beginning, engineering skills are in high demand. As the project moves toward fielding, a greater number of logisticians are needed. A PM office supported by a matrix organization can readily supply the specialty needed.

3. Combinations. Army project offices are a combination of traditional and matrix configurations. Additionally, a PMO will frequently receive supplemental administrative support from defense contractors.

There is no standard configuration of an Army project management office. The composition of each PMO is justified based upon actual need and perception of need.

Tenure of program managers

The tenure of program managers varies widely. A PM may be relieved for cause if the:

a. Program breaches its thresholds of cost, schedule or performance.
b. PM is found guilty of violating the Uniform Code of Military Justice (UCMJ) if military or civil statutes if he or she is a Department of the Army civilian.

"With satisfactory performance, the tenure of the program manager should be long enough to provide continuing and personal accountability". *OMB Circular A-109*

"The PM of a [major defense acquisition program] (MDAP), if assigned on or after October 1, 1991, may not be reassigned until completion of the major milestone occurring closest in time to the date on which the person has served for 4 years." *DoD 5000.52-M*

Program termination

A program may be terminated if:

- A higher priority mission appears and displaces the current project.
- Congress elects not to provide funding for the project.
- The threat changes in such a manner that the system being developed becomes obsolete.

In these cases, no blame should accrue to the program manager.

Integrated Product Teams

Integrated Product Teams (IPTs) are an integral part of the defense acquisition oversight and review process. An IPT is an integrated group of representatives from multiple functional disciplines working together to build successful and balanced programs, identify and resolve issues, and provide recommendations to facilitate sound and timely decisions. The IPTs may be formed at any level with appropriate leadership. IPTs work the cost, schedule and performance issues in development programs for a Program/Project/Product Manager (PM). More than one IPT may exist during a program/project/product's life (i.e., Test and Evaluation IPT, Software IPT, Materiel Release IPT, etc.). As a member of the A&TWF, you may serve on an IPT. IPT membership should have complementary skills and represent all functional disciplines influencing the product throughout it life cycle. Team membership should be tailored for each product; membership stability should be emphasized. It is of utmost importance to have representation from all organizations that are potentially impacted or are involved with the product's acquisition process, to include joint or other-service organizations where joint interoperability may be of concern. The working level IPTs are advisory groups, supporting the PM to develop and recommend program strategies and plans.

For ACAT ID programs, there are generally two levels of IPTs: the Overarching IPT (OIPT) and Working-Level IPTs (WIPTs). For each program, there shall be an OIPT and at least one WIPT. WIPTs shall focus on a particular topic such as cost/performance, test, or contracting. An Integrating IPT (IIPT) (which is a WIPT) shall coordinate WIPT efforts and cover all topics not otherwise assigned to another IPT. Participation in IPTs is the primary way for any organization to participate in the program.

In support of all ACAT ID programs, an OIPT shall be formed for each program to provide assistance, oversight and review as that program proceeds through its acquisition life-cycle. OIPTs shall be composed of the PM, PEO, Component Staff, Joint Staff, USD(A&T) staff, and the OSD staff principals or their representatives, involved in oversight and review of a particular ACAT ID program.

The OIPT shall first form upon learning that a program is intended to be initiated to consider the recommendations proposed by the IIPT; the extent of WIPT support needed for the potential program; who shall participate on the WIPTs; the appropriate milestone for program initiation; and, the minimum information needed for the program initiation review. OIPTs shall meet as necessary over the life of a program. The OIPT Leader shall take action to resolve issues when requested by any member of the OIPT, or when directed by the Milestone Decision Authority (MDA). The goal is to resolve as many issues and concerns at the lowest level possible, and to expeditiously escalate issues that need resolution at a higher level, bringing only the highest level issues to the MDA for decision.

Integrated Concept Team (ICT)

TRADOC forms Integrated Concept Teams (ICT) to develop and balance operational concepts and requirements. Generally, once identification of requirements has been established, the ICT transitions to the MATDEV IPT except that ICTs develop and balance operational concepts and requirements. The ICT may be reconvened at a later date to refine requirements.

Review Questions

1. Describe the roles of the people and principal organizations involved in the Army acquisition process.
    a. Who chairs the Army Systems Acquisition Review Council (ASARC)? (Answer)
    b. Who chairs the Defense Acquisition Board (DAB)? (Answer)
    c. Who chairs the Joint Requirements Oversight Council (JROC)? (Answer)
    d. What is the purpose of an Overarching Integrated Product Team (Answer)?
    e. What is the purpose of an Integrated Process Team (IPT)? (Answer)
    f. What is the purpose of an Integrated Concept Team (ICT)? (Answer)
    g. Who chairs the Major Automated Information System Review Council (MAISRC)? (Answer)
2. Specify which milestone review body typically oversees each acquisition category. (Answer)
3. List the differences among program, project and product managers. (Answer)
4. What is a program management charter and who signs Army charters? (Answer)
5. What are some features of a matrix project management organization? (Answer)
6. What are some features of a traditional project management organization? (Answer)
7. Describe the reasons why a program may be terminated. (Answer)

Defense Acquisition Workforce Improvement Act (DAWIA)

Since the "birth" of formal acquisition in the 1940's, the need for highly qualified acquisition personnel has been recognized. As time passed, there was an increasing demand for acquisition personnel to have more sophisticated competencies. Today's acquisition professional must possess increasing levels of specialized knowledge, analytical skills and good judgment.

The Army Chief of Staff approved creation of the Army Acquisition Corps (AAC) on October 13, 1989. In 1990 the AAC received legitimacy in law when Congress passed the Defense Acquisition Workforce Improvement Act (Title 10 U.S.C. 1701-1764). The Act's intent is to ensure that DoD has qualified personnel to manage the acquisition of defense systems. The Secretary of the Army emphasized that the Army would intensively manage acquisition specialists to create a dedicated Corps of both military and civilian acquisition leaders.

The Act establishes requirements for both defense acquisition positions and defense acquisition workforce members. The Act requires that DoD designate specific jobs as "Acquisition" positions and provide a structured approach for filling these designated positions with qualified acquisition personnel. Ensuring qualified personnel requires that DoD establish standards for education, training, and experience. The Act requires that DoD provide training to permanent-status civilian and military personnel who occupy designated acquisition positions and personnel in acquisition career development programs. Personnel in the above two categories are called the "Acquisition Workforce."

Acquisition Workforce

The A&TWF is made up of civilian and military professionals who work throughout the life cycle of a system; i.e., “cradle to grave.” Everyone assigned to an Army acquisition position is considered part of the A&TWF. While civilians may compete for assignment to an acquisition position, military officers must apply and be selected for accession into the Army Acquisition Corps (AAC) prior to being placed into an acquisition position. The military acquisition corps has a maximum accession apportioned with each respective year group based on the overall strength of that respective year group. Each year group is further broken down to component branch level; each branch requirement is based upon that respective branch strength compared to the overall Army strength for that year group. The acquisition corps is a voluntary board action from the time an officer is functional area designated to career field designation.

The AAC is a subset of the A&TWF. To be an AAC member, you must meet established DAWIA, DoD, and Army requirements. Once selected for the AAC, members are considered part of the AAC regardless of whether they are currently assigned to an acquisition position. Policy dictates that military officers, once accessed, are assigned only to acquisition positions.

The Army Acquisition Executive (AAE) has responsibility and authority for the career development of all Army acquisition professionals. Both the Director for Acquisition Career Management (DACM) and the Deputy Director for Acquisition Career Management (DDACM) report directly to the AAE. Within the Army, the DACM is responsible, by law, for implementation of AAW education, training and career development. The DACM's implementation strategy includes high quality education, training and other career broadening programs to enhance the AAW's technical competencies and leadership skills.

The DAWIA focuses heavily on a systematic approach to professionalize the Army Acquisition Workforce (AAW) and addresses specific requirements for work assignments, experience, education and training. DAWIA requires the DoD to establish formal career paths for those people who want to pursue careers in acquisition. DoD has accomplished this by dividing acquisition positions into position categories and establishing a formal certification process.

Designated acquisition positions are grouped into 11 acquisition career fields that will be covered in detail later in this chapter. Each career field is divided into three career levels for the purposes of establishing standards and qualifications. Level I is the basic or entry level, Level II is the intermediate or journeyman level and Level III is the advanced or senior level.

The purposes of Level I is to establish fundamental qualifications and expertise within a job series or career field and to provide exposure to acquisition functions and the roles of various specialties within acquisition management. Typical grades at this level are civilian personnel between GS-5 and GS-9 and military Officers between 0-1 and 0-3.

The purposes of Level II is to develop specialized knowledge and skills within a career field and to broaden background information while gaining more general expertise in the overall processes in the career field. Typical grades at this level are civilian personnel between GS-9 and GS-12 and military officers between 0-3 and 0-4.

The purposes of Level III is to develop depth expertise within a career field or functional area and to expand the breadth of knowledge across the entire acquisition process. Typical grades at this level are civilian GS-13 and above and military officers at the grade of 0-4 and above.

Individuals must meet specific status, experience, training and education requirements in order to become a member of the AAC. Civilian employees occupying GS-14/demonstration project equivalency, or above, positions are required to be in the AAC however, A&TWF GS-13s with corps eligible (CE) status and Level III certification may request accession into the AAC. Military must be serving in the grade of major or above to be accessed into the corps. All AAC members must have a minimum of four years acquisition experience in the DoD or in a comparable position in industry or government and have completed Level II or Level III certification or the mandatory training requirements for Level II in an acquisition career field. All AAC

members must possess a baccalaureate degree from an accredited educational institution and either 24 semester credit hours (or equivalent) from an Accredited institution of higher education, from among the following business disciplines: Accounting, Business, Finance, Contracts, Economics, Industrial Management, Law, Marketing, Organization Management, Purchasing, and Quantitative Methods or 24 semester credit hours (or equivalent) in the individual's acquisition career field, from an accredited institution of higher learning, and 12 semester credit hours (or equivalent) from among the business disciplines listed above.

AAC status is required for all individuals who occupy a critical acquisition position (CAP).

Critical Acquisition Positions

The Secretary of Defense designates acquisition positions in the Department of Defense that are critical acquisition positions (CAPs). Acquisition positions that are required by DAWIA to be designated as CAPs include all Program Executive Officer (PEO), Program Manager (PM) of major defense acquisition programs or of significant nonmajor defense acquisition programs and Deputy Program Managers (DPM) of major defense acquisition programs. The Secretary may also designate any acquisition position which is required to be filled by a person within grade GS-14/LTC or above as well as any acquisition position of significant responsibility in which the primary duties are supervisory or management duties. The Secretary will publish a list of the positions designated as CAPs periodically.

Qualification requirements for all CAPs have been established by the Secretary of Defense. Education and experience requirements have been set based on the level of complexity of duties carried out in the position.

In order to fill a PEO position, an AAC member must have at least 10 years experience in an acquisition position of which at least four years were performed while assigned to a CAP. The AAC member also must have held a position as a program manager or a deputy program manager and completed the program management course at the Defense Systems Management College or its equivalent.

Before being assigned to a position as a program manager of a major defense acquisition program, an AAC member must have at least eight years of experience in acquisition of which two years were performed in a systems program office or similar organization. The AAC member also must have completed the program management course at the Defense Systems Management College or its equivalent.

A deputy program manager of a major defense acquisition program and a program manager of a significant nonmajor defense acquisition program must have at least six years of experience in acquisition. For the deputy program manager, at least two years must have been performed in a systems program office or similar organization.

A deputy program manage of a significant nonmajor defense acquisition program, must have at least four years of experience in acquisition.

Individuals selected for a CAP with Level II certification have 18 months to achieve Level III certification in the career field designated by the position or obtain a waiver.

Acquisition Career Fields

Civilian members of the A&TWF participate in 10 of 11 acquisition career fields (ACFs). Military officers are managed by areas of concentration (AOC) that directly correspond to five of these career fields. This includes the Army Reserve (AR) and Army National Guard (ARNG) workforce members. The following is a brief description of the types of positions and acquisition duties for each ACF.

- **Acquisition Logistics.** Individuals in this ACF manage logistics activities associated with the procurement, integration, and fielding of support systems, weapon systems/equipment, or system modifications.

- **Business, Cost Estimating and Financial Management.** Individuals in this ACF are responsible for financial planning, formulating financial programs, and administering budgets. They are also responsible for the expenditure, obligations, and accountability of funds; cost and schedule performance management of contractors; and cost estimating. Additional duties include advising or assisting commanders and program managers and providing other direct support of the defense acquisition process. This career field includes various disciplines that are divided into two tracks for career planning purposes: Business Financial Management and Cost Estimating.

- **Information Technology.** This career field includes Computer Systems Analysts, Information Management Specialists, Telecommunications Managers, Software/Automation Specialists, and Computer Engineers. All directly support the acquisition of automated information systems and interconnecting components (to include hardware, software, firmware products) used to create, record, produce, store, retrieve, process, transmit, disseminate, present, or display data or information. This includes computer ancillary equipment, software, telecommunications, and other related services. Individuals in this ACF identify requirements, write and/or review specifications, identify costs, obtain resources (manpower, funding, and training), test, evaluate, plan, obtain, and manage life-cycle support (operations, maintenance, and replacement). Individuals in this ACF provide primary support for major automated information systems (AISs), new or existing AIS modifications, or provide primary support for an Army Major Automated Information System Review Council. The military AOC code is 51R.

- **Contracting.** This career field includes the positions of Contract Negotiator, Contract Specialist, Contract Termination Specialist, Contract Administrator, Procurement Analyst, Administrative Contracting Officer, Contract Price and/or

Cost Analyst, Contracting Officer, and Termination Contracting Officer. Individuals in this career field develop, manage, supervise, and oversee policies and procedures involving the procurement of supplies and services; construction, research, and development; acquisition planning; cost and price analysis; selection and solicitation of sources; and preparation, negotiation, and award of contracts through sealed bidding or negotiation contracts. This career field requires knowledge of the legislation, policies, regulations, and methods used in contracting; as well as knowledge of business and industry practices; sources of supply; cost factors; cost and price analysis techniques; and general requirements characteristics. The military AOC code is 51C.

- **Industrial/Contract Property Management.** This career field includes Industrial Property Management Specialists, Property Administrators, Industrial Plant Clearance Specialists, Plant Clearance Officers, and Contract and Industrial Specialists (if assigned property management responsibilities). Individuals in this career field include personnel who perform, manage, supervise, or develop policies and procedures for professional work. It may involve the acquisition, control, management, use, and disposition of government-owned property used by contractors to support future contractual requirements. Responsibilities include providing guidance, counsel, and direction to government and contractor managers and technicians relating to regulatory and contractual requirements for managing government property; participating in pre-award surveys and post-award reviews; reviewing contracts assigned for property administration; evaluating a contractor's property management system and approving the system or recommending disapproval; and developing and applying property systems analysis programs to assess the effectiveness of contractors' government property management systems. These functions are normally performed by property administrators as part of the contract administration office team and as required by Parts 42.3, 45, and 245 of the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation (DFAR). Plant Clearance Officers are responsible for performing the duties necessary to dispose of excess and surplus contractor inventory in accordance with Part 45.6 of the FAR and Part 245.6 of the DFAR.

- **Manufacturing, Production and Quality Assurance.** Acquisition-related manufacturing and production career field duties vary greatly in managerial, administrative, and technical content. Acquisition-related contractor and manufacturing and production duties usually involve program management or monitoring the manufacturing and production efforts of private sector contractors. The Quality Assurance Specialist manages quality assurance activities to establish quality standards and controls; develops and executes plans that focus on quality of design, quality of conformance, and fitness for use; integrates quality plans into the system engineering process; develops policies, procedures, test provisions, and quality requirements in specifications, standards, and solicitations; and evaluates quality assurance during acquisition processes as design reviews,

functional and configuration audits, production readiness reviews, and milestone reviews.

- **Program Management.** This career field includes, but is not limited to, Program Managers, Deputy Program Managers, or Program Executive Officer (PEO) positions. Other examples include staff positions such as Program Analyst or Program Integrator. Responsibilities may be broad or focused and may be line or staff in nature. This career field does not cover positions associated with other programs such as communications- computer or basic research programs. The military AOC code is 51A.

- **Purchasing.** Individuals in this career field are typically Purchasing Agents or Supervisory Purchasing Agents who work at the GS-05 to GS-09 level. This career field requires the individual to purchase, rent, or lease supplies, services, and equipment through either formal open-market methods or competitive bid procedure. The primary objective of the work is the rapid delivery of goods and services in direct support of common business practices for discounts, deliveries, stocks, and shipments. This career field has a lower grade structure and does not include AAC positions.

- **Systems Planning, Research, Development and Engineering.** Personnel in this career field are usually engineers and scientists with experience in performing systems planning, research, and development; and/or others with degrees in engineering, chemistry, physics, operations research, mathematics, or computer science fields who directly support acquisition programs, projects, or activities. These positions require the individual to plan, organize, monitor, oversee, and/or perform engineering activities that relate to the design, development, fabrication, installation, modification, or analysis of systems or system components. Duties may require identification, establishment, and organization or implementation of acquisition engineering objectives and policies or establishment of specifications. Job titles include Systems Engineer, Project Officer, Project Engineer, Scientist, Program Management Engineer, Supervising Project Engineer, Computer Specialist, Operations Research Analyst, Software Engineer, Technical Director, Systems Integration Engineer, Engineering Research Psychologist, and Project Leader. The military AOC code is 51S.

- **Test and Evaluation.** Individuals in this career field are engineers and scientists with degrees performing test and evaluation in support of acquisition. They include managers and technical specialists in engineering, physics, operations research, mathematics, and computer science fields, who are responsible for planning, monitoring, conducting, and evaluating tests of prototypes, or new or modified weapon systems equipment or material. They also analyze, assess, and evaluate test data and results; prepare assessments of test data and results; and write reports of findings. The military AOC code is 51T.

Individual Development Plans

Individual Development Plans (IDPs) for civilians and Career Development Plans for military lay out an individual's education, training, and experience needed for career development. They are 5-year plans agreed to by an individual and their supervisor to achieve career goals and objectives through education, training and experience opportunities. They also document the training and developmental activities you need for DAWIA certification. Preparation is a joint venture between the individual and the supervisor with advice and assistance from the acquisition career manager. Since they are used to identify and track career objectives, the Army Acquisition Corps' philosophy of maintaining a balance of education, training and experience should be used as a guide. IDPs are mandatory for each civilian member of the Acquisition Workforce until Level III certification is achieved.

Sample PM Charter

By authority of the Army Acquisition Executive
and by the designation of the undersigned
as the Program Executive Officer for
PEO X, I hereby charter

Name

as the Project/Product Manager for

PM NAME

in accordance with the Army Acquisition Management Process.

As Project/Product Manager for this program, you will perform as the Army centralized manager for this program reporting to the Program Executive Officer for PEO X.

You will, as the responsible management official, manage your assigned program in a manner consistent with the policies and principles articulated in Department of Defense directives and Acquisition Reform initiatives. In addition, you are responsible for the Life Cycle Management of your program and will actively manage, to the best of your abilities, within approved resources, program cost, performance and schedule and provide assessments of program status, risk and contractor performance.

You are hereby delegated the full line authority of the Program Executive Officer for PEO X for the centralized management of your assigned program. You will be provided with timely decisions by the senior leadership and are expected to be candid and forthcoming without fear of personal consequences.

Effective date (month and year), this charter remains in effect until terminated or superseded.

PEO's name
Program Executive Officer
PEO X

CLAUDE M. BOLTON, JR.
Army Acquisition Executive

Categories of Acquisition Programs and Milestone Decision Authorities[6]

Program Category	Program Management	Primary Criteria ($ = FY 96 constant)	Milestone Review Forum	Milestone Decision Authority
ACAT I				
ACAT 1D	PEO/PM	more than $355M RDTE more than $2.135B Proc	DAB (Members)	USD (AT&L)
ACAT 1C	PEO/PM	more than $355M RDTE more than $2.135B Proc	ASARC (Members)	AAE
ACAT 1A				
ACAT 1AM	PEO/PM	excess of $30M single year excess of $120M total program excess of $360M total life-cycle costs	DoD MAISRC	ASD(C3I)
ACAT 1AC	PEO/PM	excess of $30M single year excess of $120M total program excess of $360M total life-cycle costs	Army MAISRC (Members)	Army CIO
ACAT II				
ACAT II	PEO/MAT CMD CDR[aa]/PM	more than $140M RDTE more than $645M Proc	ASARC	AAE
ACAT IIA	PEO/MAT CMD CDR/PM	$10-30M single year $30-120M total program $159-360 total life-cycle costs	Army MAISRC	Army CIO
ACAT III				
ACAT III	PM	High visibility, special interest (includes AIS)	IPR (Members)	PEO/MAT CMD CDR
ACAT IV				
ACAT IV	Systems Manager, or equivalent	All other acquisition programs (includes AIS)	IPR	MAT CMD CDR[bb]

Notes:
[aa] MAT CMD CDR is PEO-equivalent level commander of a materiel developing command. MDA authority may be further re-delegated at the materiel command commander's discretion no lower than a GO/SES level. Re-delegation will be forwarded through channels to the ASARC Secretary (SARD-ZBA).
[bb] MDA authority may be further re-delegated at the materiel command commander's discretion. Re-delegation will be forwarded through channels to the ASARC Secretary (SARD-ZBA).

[6] Extract from *AR 70-1*.

Defense Acquisition Board (DAB)

Membership

- Under Secretary of Defense for Acquisition, Technology and Logistics (USD (AT&L)) - Chairman
- Vice Chairman of the Joint Chiefs of Staff (VCJCS) - Vice Chairman
- Principal Deputy (USD (AT&L))
- Under Secretary of Defense (Comptroller)
- Assistant Secretary of Defense (Strategy and Threat Reduction)
- Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD (C^3I))/DoD Chief Information Officer (CIO)
- Director of Operational Test and Evaluation (DOT&E)
- Director of Program Analysis and Evaluation (PA&E)
- Director of Defense Research and Engineering
- Acquisition Executives of the Army, Navy, and the Air Force
- Cognizant Overarching Integrated Product Team (OIPT) Leader
- Cognizant Program Executive Officer (PEO)
- Program Manager (PM)
- DAB Executive Secretary
- The DAB Chairman is also routinely supported by senior advisors, such as but not limited to: the Deputy Under Secretary of Defense (Industrial Affairs & Installations); the Deputy Under Secretary of Defense (Acquisition Reform); the Deputy Under Secretary of Defense (Environmental Security); the Deputy Under Secretary of Defense (Logistics); the Director of Systems Acquisition; the Director of the Defense Intelligence Agency (DIA); the Director of Defense Procurement (DP); the Director of Test, Systems Engineering and Evaluation (DTSE&E); the Chairman of the Cost Analysis Improvement Group (CAIG); and the Deputy General Counsel (Acquisition and Logistics). Other senior Department officials may be invited by the USD (AT&L) to participate in DAB meetings on an as-needed basis.

Joint Requirements Oversight Council (JROC)

Membership.

- The Vice Chairman of the Joint Chiefs of Staff chairs the council.
- JROC permanent members are:
  - Vice Chairman of the Joint Chiefs of Staff
  - Vice Chief of Staff, United States Army
  - Vice Chief of Naval Operations
  - Vice Chief of Staff, United States Air Force
  - Assistant Commandant, United States Marine Corps

Army Systems Acquisition Review Council (ASARC)

Membership

- Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA (ALT)) (Service (Army) Acquisition Executive and Chairman of the ASARC)
- Vice Chief of Staff, Army (VCSA) Vice Chairman of the ASARC
- Deputy Under Secretary of the Army (Operations Research) DUSA (OR)
- Assistant Secretary of the Army (Financial Management) ASA (FM)
- Assistant Secretary of the Army (Installations and Environment) ASA (I&E)
- Assistant Secretary of the Army (Manpower and Reserve Affairs) ASA (MRA)
- General Counsel
- Director, Information Systems for Command, Control, Communications, and Computers (DISC^4)
- Deputy Chief of Staff for Logistics (DCSLOG)
- Deputy Chief of Staff for Operations and Plans (DCSOPS)
- Deputy Chief of Staff for Personnel (DCSPER)
- Deputy Chief of Staff for Intelligence (DCSINT)
- Chief, Army Reserve
- Chief, National Guard Bureau
- Commanding General, Army Materiel Command (CG, AMC)
- Commanding General, Training and Doctrine Command (CG, TRADOC)
- Commanding General, Army Test and Evaluation Command (CG, ATEC)
- Chief, Legislative Liaison
- Military Deputy to the ASA (ALT)
- Director, Program Analysis and Evaluation
- Comptroller of the Army
- Others, as needed (e.g., Chief of Engineers, Surgeon General, CG, Military Traffic Management Command, Chief of Public Affairs)

Integrated Concept Team (ICT) Members

- TRADOC - Deputy Chief of Staff for Combat Developments (DCSCD) – Appoints ICT and provides staff oversight
- Commanders, commandants, and directors of combat developments activities (CBTDEV) – leads the ICT
- TRADOC Deputy Chief of Staff for Doctrine (DCSDOC)
- TRADOC Deputy Chief of Staff for Training (DCST)
- TRADOC, Deputy Chief of Staff for Intelligence (DCSINT)/Senior Intelligence Officer (SIO) for other major Army commands (MACOMs)
- TRADOC Deputy Chief of Staff for Base Operating Systems (DCSBOS)
- Director, TRADOC Analysis Center (TRAC)
- TRADOC System Manager (TSM)
- TRADOC Program Integration Officer (TPIO)
- Directors of Battlefield Laboratories (Battle Labs)
- Commanders, commandants, and directors of training developments activities (TNGDEV)
- Commanders, commandants, and directors of doctrine developments activities (DOCDEV)
- Branch Proponency Officers
- Proponent (center/school) Threat Support Officer (TSO)
- Commanders of materiel development activities, Program Managers, Project Managers, and Program Executive Officers (MATDEV)
- Commander, U.S. Army Materiel Command (AMC) – provides S&T members and Provides MATDEV representation to ICTs through major subordinate command (MSC) and PM offices
- Commander, U.S. Army Test and Evaluation Command (ATEC)
- Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA (ALT))/Army Acquisition Executive (AAE) - Provides S&T members to ICTs

Participates in ICT as appropriate

- HQDA Deputy Chief of Staff for Intelligence (DCSINT)
- HQDA Deputy Chief of Staff for Operations and Plans (DCSOPS)
- HQDA Deputy Chief of Staff for Personnel (DCSPER)
- HQDA Deputy Chief of Staff for Logistics (DCSLOG)
- HQDA Director of Information Systems for Command, Control, Communications, and Computers (DISC4)
- HQDA Assistant Chief of Staff for Installation Management (ACSIM)
- HQDA Office of the Chief, Army Reserve (OCAR)
- Army Surgeon General/CG, Medical Command (MEDCOM)
- CG, Army Space and Missile Defense Command (SMDC)

Major Automated Information System Review Council (MAISRC)

Membership

- Director, Information Systems for Command, Control, Communications, and Computers (DISC^4)
- Deputy Under Secretary of the Army (Operations Research)
- Deputy Under Secretary of the Army (International Affairs)
- Assistant Secretary of the Army (Financial Management & Comptroller)
- Assistant Secretary of the Army (Installations and Environment)
- Assistant Secretary of the Army (Manpower and Reserve Affairs)
- Commanding General, Army Materiel Command
- Commanding General, Training and Doctrine Command
- General Counsel
- Deputy Chief of Staff for Logistics
- Deputy Chief of Staff for Operations and Plans
- Deputy Chief of Staff for Personnel
- Deputy Chief of Staff for Intelligence
- Chief, Army Reserve
- Chief, National Guard Bureau
- Chief, Legislative Liaison
- Military Deputy to the ASA (ALT)
- Director, Program Analysis and Evaluation
- CG, OPTEC
- Army Inspector General (non-voting observer)
- Other attendees. The MDA will make the final decision as to attendance at the ASARC or Army MAISRC. The Assistant Chief of staff for Installation Management; Chief of Engineers; The Surgeon General; the CG, MTMC; the CG, U.S. Army Space and Strategic Defense Command; the Commander, Safety Center; and the Chief of Public Affairs and other organizations will be invited to attend if a significant issue is identified within their area of responsibility.

In-Process Review (IPR) Membership

Members will include designated representatives of the following:

- Functional Support Organization or Staff
- CBTDEV
- Logistician
- Trainer, if different from the CBTDEV
- Independent Evaluators
- Others, as determined by the IPR Chair

Acronyms

A&TWF	Acquisition and Technology Workforce
AAC	Army Acquisition Corps
AACPB	Army Acquisition Career Program Board
AAE	Army Acquisition Executive
AAW	Army Acquisition Workforce
ACAT	Acquisition Category
ACF	Acquisition Career Field
AEA	Army Enterprise Architecture
AIS	Automated Information Systems
AMAISRC	Army Major Automated Information System Review Council
AMC	Army Materiel Command
AoA	Analysis of Alternatives
AOC	Area of Concentration
APESO	Army Product Engineering Services Office
AR	Army Reserve
ARNG	Army National Guard
ASA (ALT)	Assistant Secretary of the Army for Acquisition, Logistics and Technology
ASARC	Army Systems Acquisition Review Committee
ASC	Acquisition Support Center
ATEC	U.S. Army Test and Evaluation Command
BG	Brigadier General
BOIP	Basis of Issue Plan
C4	Command, Control, Communications, and Computers
CAP	Critical Acquisition Position
CAPL	Civilian Acquisition Position List
CBTDEV	Combat Developer
CDD	Capabilities Development Document
CE	Corps Eligible
CIE	Clothing and Individual Equipment
CIO	Chief Information Officer
CJCS	Chairman of the Joint Chiefs of Staff
CM	Configuration Management
COIC	Critical Operational Issues and Criteria
COL	Colonel
COTS	Commercial Off the Shelf
CPD	Capabilities Production Document
CPT	Captain
CRD	Capstone Requirement Document
CS	Contractor Support
CSA	Chief of Staff, Army
CTC	Combat Training Center
DA	Department of the Army

DAB	Defense Acquisition Board
DAC	Department of the Army Civilian
DACM	Director of Acquisition Career Management
DAE	Defense Acquisition Executive
DAWIA	Defense Acquisition Workforce Improvement Act
DFAR	Defense Federal Acquisition Regulation
DoD	Department of Defense
DOT&E	Director, Operational Test & Evaluation
DPM	Deputy Program Managers
DT	Developmental Test
DT&E	Developmental Test and Evaluation
DTLOMS	Doctrine, Training, Leader Development, Organizations, Materiel and Soldier
FAR	Federal Acquisition Regulation
HQDA	Headquarters Department of the Army
HTI	Horizontal Technology Integration
ICD	Initial Capabilities Document
ICT	Integrated Concept Team
IPR	In-Process Review
IPT	Integrated Product Team
IT	Information Technology
JCS	Joint Chiefs of Staff
JROC	Joint Requirements Oversight Council
LTC	Lieutenant Colonel
MAISRC	Major Automation Information Systems Review Council
MAJ	Major
MANPRINT	Manpower and Personnel Integration
MAPL	Military Acquisition Position List
MATDEV	Materiel Developer
MCCR	Mission Critical Computer Resources
MDA	Milestone Decision Authority
MDAP	Major Defense Acquisition Program
MDR	Milestone Decision Review
MG	Major General
MTMC	Military Transportation and Management Command
MTMC-TEA	Military Transportation and Management Command – Transportation Evaluation Agency
NET	New Equipment Training
OIPT	Overarching Integrated Product Team
ORD	Operational Requirements Document
OSD	Office of the Secretary of Defense
OT	Operational Test
OT&E	Operational Test and Evaluation
PEO	Program Executive Officer
PERSCOM	U.S. Total Army Personnel Command

PM	Program / Project / Product Manager
PPBES	Planning, Programming, Budgeting and Execution System
QA	Quality Assurance
QQPRI	Qualitative and Quantitative Personnel Requirements Information
RDTE	Research, Development, Test and Evaluation
SA	Secretary of the Army
STRAP	System Training Plans
T&E	Test and Evaluation
TADSS	Training Aids, Devices, Simulators and Simulations
TEMP	Test and Evaluation Master Plan
TNGDEV	Training Developer
TRADOC	Training and Doctrine Command
TSARC	Test, Schedule, and Review Committee
UCMJ	Uniform Code of Military Justice
USAMRMC	U.S. Army Medical Research and Materiel Command
USD (AT&L)	Under Secretary of Defense for Acquisition, Technology and Logistics
VCJCS	Vice Chairman of the Joint Chiefs of Staff
VCSA	Vice Chief of Staff of the Army
WIPT	Working-Level IPT

Glossary of terms

Acquisition Category IAM (ACAT IAM)	A major automated information system (MAIS) acquisition program for which the MDA is the Chief Information Officer (CIO) of the Department of Defense (DOD), the ASD (C3I). *CJCSI 3170.01B*
Acquisition Category IC (ACAT IC)	ACAT IC programs, delegated to the Army, are Major Defense Acquisition Programs (MDAP) for which the MDA has been designated as the AAE. These programs receive an Army Systems Acquisition Review Council (ASARC) review and require a decision by the AAE at each milestone review. *AR 70-1*
Acquisition Category ID (ACAT ID)	A major defense acquisition program (MDAP) for which the MDA is USD (AT&L). The "D" refers to the Defense Acquisition Board (DAB), which advises the USD (AT&L) at major decision points. *CJCSI 3170.01B*
Acquisition Category II (ACAT II)	ACAT II programs are acquisition programs that do not meet the criteria for an ACAT I program, but do meet the criteria for a major system. These programs are managed by a PM who reports to a PEO or a materiel command as designated by the AAE. These programs receive an Army Systems Acquisition Review Council (ASARC) review and require a decision by the AAE at each milestone review. *AR 70-1*
Analysis of Alternatives (AoA)	The evaluation of the operational effectiveness and estimated costs of alternative material systems to meet a mission need. The analysis assesses the advantages and disadvantages of alternatives being considered to satisfy requirements, to include the sensitivity of each alternative to possible changes in key assumptions or variables. The AoA assists decision makers in selecting the most cost-effective material alternative to satisfy a mission need. *CJCSI 3170.01B*
Army Acquisition Career Program Board (AACPB)	The Army Acquisition Career Program Board advises the AAE on managing the accession, training, education, retention and career development of military and civilian personnel in the acquisition workforce, on the selection of individuals for the Acquisition Corps, on the rotational review of occupants of Critical Acquisition Positions (CAP) after five years assigned to a position, and on the need to waive requirements permitted by law or regulation. The Board is chartered by the Secretary of the Army, pursuant to the authority of Sections 1202 and 1706 of the Defense Acquisition Workforce Improvement Act (Title XII of the National Defense Authorization Act for Fiscal Year 1991). AR 70-1

Army Enterprise Architecture (AEA)	An integrated plan of action for accomplishing Army-wide information technology and investment strategies to accomplish the Joint Vision and the Army Vision 2010. It documents the total AEA and specifies the information systems programs and resource requirements necessary to support stated sessions and objectives. AR 5-11 The Vision - seamless information architecture from the sustaining base to the foxhole. A single, unified vision for the C4I community that addresses: ▪ Information needs ▪ Requirements to organize, train, and equip ▪ Requirements as a component of a joint and combined force ▪ Requirements to sustain the force. ▪ The Army Enterprise Strategy is the single, unified vision for the ARMY C4I community and is presented in "The Army Enterprise Vision" document. ▪ The Army Enterprise Architecture (AEA) is described by three related architectures: ▪ Operational Architecture (OA) - is the total aggregation of missions, functions, tasks, information requirements, and business rules. Technical Architecture (TA) - is the "building code" upon which systems are based. Systems Architecture (SA) - is the physical implementation of the OA based on the TA, and also the layout and relationship of systems and communications. Army Enterprise Architecture (AEA): The Army Enterprise Architecture fulfills the 1996 Clinger-Cohen Act requirement to develop an enterprise-wide information technology (IT) architecture. The AEA is an Army-wide IT architecture that describes the relationships among key Army institutional processes and IT to ensure the alignment of information systems acquisition and related processes with validated warfighting operational and support requirements. It also ensures adequate Army, joint, and combined interoperability; redundancy and security of information systems; and the application and maintenance of a set of standards (including technical standards) by which the Army evaluates and acquires new systems. The AEA is both a tool and a set of products. The AEA is a tool to describe the Army's IT requirements and capabilities. As a tool the AEA directs the development, management, and use of architecture and supporting architecture products through such means as the AEA Guidance Document (AEAGD). In addition, the AEA includes a recapitulation of applicable architecture policy and a set of architecture development and management tools. As a set of products, the AEA is the validated description of the Army's IT requirements, existing capabilities, projected needs, and prescribed IT standards based on a consistent

Army Systems Acquisition Review Council (ASARC)	The ASARC is the Army's senior-level review body for ACAT I and II Programs. The ASARC will be convened at formal milestones to determine a program or system's readiness to enter the next phase in the materiel acquisition cycle, and make recommendations to the AAE on those programs for which the AAE is the MDA. An ASARC may also be convened at any time to review the status of a program. ACAT ID Programs are subsequently reviewed by the DAB. The ASARC is co-chaired by the AAE and VCSA. *AR 70-1*
Basis of Issue Plan (BOIP)	Document that establishes the distribution of new equipment and associated support items of equipment and personnel, as well as the reciprocal displacement of equipment and personnel. Prepared by the combat developer and approved by the Deputy Chief of Staff for Plans and Operations (DCSOPS).
Capabilities Production Document (CPD)	A formatted statement containing performance and related operational parameters for the proposed concept or system. Prepared by the user or user's representative at Milestone C.
Capabilities Development Document (CDD)	A formatted statement containing performance and related operational parameters for the proposed concept or system. Prepared by the user or user's representative at Milestone B.
Capstone Requirements Document (CRD)	A document that contains capabilities-based requirements that facilitates developing an individual ORD by providing a common framework and operational concept to guide their development. It is an oversight tool for overarching requirements for a system-of-systems or family-of-systems. *CJCSI 3170.01A*
Clothing and Individual Equipment (CIE)	A collective term that includes personal clothing, optional clothing, organizational clothing, and individual equipment that is not an integral part of the design and operation of major equipment.
Combat developer (CBTDEV)	Command or agency that formulates and documents operational concepts, doctrine, organizations, and or materiel requirements (ICD, CDD and CPD) for assigned mission areas and functions. Serves as the user representative during acquisitions for their approved materiel requirements as well as doctrine and organization developments. *AR 71-9* ▪ TRADOC is the Army's largest combat developer. ▪ Medical Command (MEDCOM), Space and Missile Defense Command (SMDC), and Intelligence and Security Command (INSCOM) are other combat developers.

Combat development	The process of analyzing, determining, and prioritizing Army requirements for, doctrine, training, leader development, organizations, soldier development, and equipment and executing or (in the case of doctrine, training and materiel, initiating) solutions, within the context of the force development process.
Commercial Off-The-Shelf (COTS)	Commercial items that require no unique government modifications or maintenance over the life cycle of the product to meet the needs of the procuring agency.
Configuration management (CM)	Is the process of managing the technical configuration of items being developed whose requirements are specified and tracked. Configuration items are designated in the work breakdown structure, which may need to be extended beyond the third level to clearly define all elements subject to configuration management. Configuration management involves defining the baseline configuration for the configuration items, controlling the changes to that baseline, and accounting for all approved changes. In establishing the requirement for configuration management on a program, the program manager needs to designate which contract deliverables are subject to configuration management controls. A contract deliverable designated for configuration management is called a Configuration Item. For software, this item is called a Computer Software Configuration Item (CSCI). A management process for establishing and maintaining consistency of a product's performance, functional, and physical attributes with its requirements, design and operational information throughout its life. As applied to digital documents, it is the application of configuration management principles to digital documents, their representations, and data files; and the correlation of digital documents to each other and to the products to which they apply. (*MIL-STD-2549*- obsolete publication)
Contractor Support (CS)	Labor, materials, and depreciable assets used in providing all or part of the logistics support to a defense system, subsystem, or related support equipment. DoD 5000.4-M
Critical Acquisition Position (CAP)	Critical Acquisition Positions (CAPs) are senior-level acquisition positions at the grade of GS-14/equivalent DOD Civilian Acquisition Workforce Personnel Demonstration Project broad band and LTC and above. These positions may only be filled by a member of the AAC.

Critical operational issues and criteria (COIC)	Those decision-maker key operational concerns with bottom line standards of performance which, if satisfied, signify the system is operationally ready to proceed during the production review decision.
Defense Acquisition Board (DAB)	The DAB shall advise the Under Secretary of Defense (Acquisition, Technology, and Logistics) on critical acquisition decisions. The Under Secretary of Defense (Acquisition, Technology, and Logistics) shall chair the DAB, and the Vice Chairman of the Joint Chiefs of Staff shall serve as vice-chair. DAB membership shall comprise the following executives: Under Secretary of Defense (Comptroller); Under Secretary of Defense (Policy); Under Secretary of Defense (Personnel & Readiness); Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)/Department of Defense Chief Information Officer; Director, Operational Test and Evaluation; and the Secretaries of the Army, Navy, and the Air Force. The reviews shall focus on key principles to include interoperability, time-phased requirements related to an evolutionary approach, and demonstrated technical maturity. *DoD 5000.2-R*
Defense Acquisition Workforce Improvement Act (DAWIA)	In 1990 Congress passed the Defense Acquisition Workforce Improvement Act (DAWIA) which established education, training and experience requirements for entry and advancement in the acquisition career field within the Department of Defense (DOD). In 1996, Congress amended the OFPP Act to establish comparable education, training, and experience requirements for civilian agencies. *OFPP Policy Letter 97-1*.
Deputy Program Manager	The person who has authority to act on behalf of the program manager in the absence of the program manager.
Development	The process of working out and extending the theoretical, practical, and useful applications of a basic design, idea, or scientific discovery. Design, building, modification, or improvement of the prototype of a vehicle, engine, instrument, or the like as determined by the basic idea or concept. Development includes all efforts directed toward programs being engineered for Service [Army] use but which have not yet been approved for procurement or operation, and all efforts directed toward development engineering and system testing, support programs, vehicles, and weapons that have been approved for production and service deployment. Further, development includes formulating and refining techniques and procedures that improve Army capabilities in non-materiel areas. DSMC Dictionary

Development Test (DT)	Any engineering-type test used to verify status of technical progress, verify that design risks are minimized, substantiate achievement of contract technical performance, and certify readiness for IOT [initial operational test]. Developmental tests generally require instrumentation and measurements and are accomplished by engineers, technicians, or soldier operator-maintainer test personnel. *AR 73-1, Test and Evaluation Policy.* Developmental test and evaluation (DT&E) programs shall: 1. Identify potential operational and technological capabilities and limitations of the alternative concepts and design options being pursued; 2. Support the identification of cost-performance trade-offs by providing analyses of the capabilities and limitations of alternatives; 3. Support the identification and description of design technical risks; 4. Assess progress toward meeting Critical Operational Issues, mitigation of acquisition technical risk, achievement of manufacturing process requirements and system maturity; 5. Assess validity of assumptions and conclusions from the analysis of alternatives; 6. Provide data and analysis in support of the decision to certify the system ready for operational test and evaluation; and, 7. In the case of automated information systems, support an information systems security certification prior to processing classified or sensitive data and ensure a standards conformance certification. *DoD 5000.2-R*
Doctrine, training, leader development, organization, materiel, and soldiers (DTLOMS)	Requirements determination occurs in the order of doctrine, training, leader development, organization, soldiers and materiel (D-T-L-O-S-M), based on expense and timeliness to field a capability. TRADOC PAM 71-9 identifies the procedures needed to develop requirements documents across the DTLOMS domains and leads to specific documentation that outlines the procedures for warfighting requirements determination in those domains.
Horizontal technology integration (HTI)	Provides for the application of common technology across multiple systems or items to improve the warfighting capability of the force. It is a modernization requirements and acquisition process in which technology is simultaneously integrated into different weapon systems. *DA PAM 70-3*

Information Technology (IT)	The term "information technology", with respect to an executive agency means any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. For purposes of the preceding sentence, equipment is used by an executive agency if the equipment is used by the executive agency directly or is used by a contractor under a contract with the executive agency which (i) requires the use of such equipment, or (ii) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. (B) The term "information technology" includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources. (C) Notwithstanding subparagraphs (A) and (B), the term "information technology" does not include any equipment that is acquired by a Federal contractor incidental to a Federal contract. Title 40, 40 CFR, Chpt 25, Sec 1401
Initial Capabilities Document (ICD)	A formatted non-system-specific statement containing operational capability needs and written in broad operational terms. It describes required operational capabilities and constraints to be studied during the Concept Exploration and Definition Phase [now named Concept and Technology Development Phase].
Integrated Concept Team (ICT)	An integrated team made up of people from multiple disciplines formed for the purposes of developing operational concepts, developing materiel requirements documents, developing other DTLOMS requirements documents, when desired, and resolving other requirements determination issues. *AR 70-1* The ICT produces the ICD, CDD and CPD. ICTs are formed to accomplish the following: (1) Develop capstone and subordinate TRADOC Pam 525-series concepts and associated future operational capabilities (FOCs). (2) Develop new and validate current FOCs published in TRADOC Pam 525-66. (3) Determine and document warfighting mission needs analysis across all DTLOMS domains. *TRADOC PAM 71-9*

Integrated Product Team (IPT)	A working level team of representatives from all appropriate functional disciplines working together to build successful and balanced programs, identify and resolve issues, provide recommendations to facilitate sound and timely decisions. *AR 70-1*
Joint Requirements Oversight Council (JROC)	The JROC has the following responsibilities: (1) Assist the Chairman in coordinating, among combatant commands, Service force providers, and other DOD components, the identification and assessment of joint requirements and priorities for current and future military capabilities, forces, programs, and resources, consistent with the National Military Strategy (NMS) and the total resource levels projected by the Secretary of Defense in the DPG and fiscal guidance. (2) Assist the Chairman in providing up-front guidance, oversight, and validation on complex requirements integration. (3) Assist the Chairman in developing and/or validating operational and mission area integrated architectures and operational concepts required by the NMS and to facilitate the realization of JV 2020 warfighting capabilities. (4) Assist the Vice Chairman of the Joint Chiefs of Staff in his role as the Vice Chairman of the Defense Acquisition Board (DAB) by reviewing and approving military need and joint interoperability requirements for potential ACAT I programs, JROC Special Interest programs, and Major Acquisition Information Systems (MAIS) as may be directed by the Secretary of Defense or Chairman of the Joint Chiefs of Staff; and by considering cost, schedule, and performance and nonmaterial alternatives for acquisition programs identified to meet military needs (i.e., alternatives involving changes in doctrine, tactics, training, or organization). CJCSI 5123.01A
Major Army commands (MACOM) (Specialized)	Specialized major army commands in the continental United States. Their roles, missions, and functions focus on command, control, communications, and intelligence but also include significant responsibilities as Combat Developers and Trainers, and Materiel Developers and Sustainers. These Major Army Commands are not major elements of U.S. Unified Commands but may have various size subordinate units, detachments, and activities distributed throughout the Army and the U.S. Unified Commands not only in the Continental United States (CONUS) but also worldwide. Combatant warfighting units - Unified Commands and

	Army Components. Currently, nine United States Unified Combatant Commands exist. Their missions are assigned by the Secretary of Defense with the advice and counsel of the Chairman of the Joint Chiefs of Staff. a. Most Unified Commands consist of Army, Navy, Air Force, and Marine Corps components. b. Each of the following major commands is assigned as the Army component of its respective Unified Command. These are: U.S. Army Europe and 7th U.S. Army, U.S. Army South, U.S. Army Pacific and 8th U.S. Army, U.S. Army Special Operations Command, and U.S. Army Military Traffic Management Command. The 3rd U.S. Army is an element of Forces Command as well as being the Army component of the U.S. Central Command. The U.S. Army Space Command is an element of the U.S. Army Space and Strategic Defense Command as well as being the Army component of the U.S. Space Command. All these Army units are trained and equipped for combatant warfighting missions --- they may also be assigned operations other than war during peace and periods of conflict. DA PAM 10-1 All MACOM CDRs will -- a. Monitor RDTE projects and identify needs that affect the MACOMs mission and responsibility. b. Support RDTE field activities, support testing, and monitor RDA projects to include potential for standardization and interoperability. c. Produce designated warfighting concepts, as appropriate and forward to TRADOC for review and appropriate action. d. Forward critical, time-sensitive ONSs to DCSOPS for review/approval/action. Provide information copy of ONS to TRADOC for review/appropriate action. e. Participate in warfighting experiments, as appropriate. f. Submit C4IOA and systems architecture (SA) to HQ, TRADOC for integration into the Army-wide C4I OA. AR 70-1
Major Automated Information System (MAIS) Program	An automated information system acquisition program that is estimated to require program costs in any single year in excess of $32 million, total program costs in excess of $126 million, or total life cycle costs in excess of $378 million (FY 2000 constant dollars). *CJCSI 3170.01B*
Major Automated Information System Acquisition Review Council (MAISARC)	High level body that recommends decisions on major automated information systems to the Army Acquisition Executive. Similar to the ASARC.

Major Defense Acquisition Program (MDAP)	An acquisition program that is not a highly sensitive classified program (as determined by the Secretary of Defense) and that is: (1) designated by the Under Secretary of Defense (Acquisition, Technology, and Logistics) (USD(AT&L)) as an MDAP, or (2) estimated by the USD(AT&L) to require an eventual total expenditure for research, development, test and evaluation of more than $365 million in fiscal year (FY) 2000 constant dollars or, for procurement, of more than $2.190 billion in FY 2000 constant dollars.
Materiel Developer (MATDEV)	The RDA command, agency, or office assigned responsibility for the system under development or being acquired. The term may be used generically to refer to the RDA community in the materiel acquisition process (counterpart to the generic use of CBTDEV). *AR 70-1*
Matrix support	Defined as all categories of functional support provided to the materiel developer (MATDEV) necessary to execute or attain the acquisition objective, excluding the core office (TDA) capability. *AR 70-1*
Milestone Decision Authority (MDA)	The individual designated in accordance with criteria established by the Under Secretary of Defense for Acquisition, Technology, and Logistics, or by the Assistant Secretary of Defense for Command, Control, Communications and Intelligence (CIO) for AIS programs, to approve entry of an acquisition program into the next phase of the acquisition process. *DoDD 5000.1*
Milestone Decision Review (MDR)	MDRs are formal decision briefings to the milestone decision authority (MDA). These reviews provide the gateway for program progress through the acquisition phases.
Mission Critical Computer Resources (MCCR)	Elements of computer hardware, software, or services whose function, operation or use involves intelligence activities, cryptological activities related to national security, command and control of military forces, and/or equipment which is an integral part of a weapon or weapon system.
New equipment training (NET)	The identification of personnel, training, and training aids and devices and the transfer of knowledge gained during development from the materiel developer/provider to the trainer, user, and supporter.
Operational Requirements Document (ORD)	A formatted statement containing performance and related operational parameters for the proposed concept or system. Prepared by the user or user's representative at each milestone beginning with Milestone B. *CJCSI 3170.01B*

Operational Test (OT)	Operational test and evaluation (OT&E) programs shall be structured to determine the operational effectiveness and suitability of a system under realistic conditions (e.g., combat) and to determine if the minimum acceptable operational performance requirements as specified in the CDD have been satisfied. *DoD 5000.2-R*
Overarching Integrated Product Team (OIPT)	The OIPT is a team appointed by the MDA, commensurate with the ACAT level, to provide assistance, oversight and independent review for the MDA, as the program proceeds through its acquisition cycle. *AR 70-1*
Overarching Integrated Product Team (OIPT) Leader	The person in the Office of the Secretary of Defense who leads the Overarching Integrated Product Team and is responsible for providing an assessment of each assigned program. The OIPT Leader is not in the decision-making line of authority for programs. *DoDI 5000.2*
Program Executive Officer (PEO)	The individual designated in accordance with criteria established by the appropriate Component Acquisition Executive to manage a group of acquisition projects and/or programs and appropriately certified under the provisions of the Defense Acquisition Workforce Improvement Act (DAWIA). The PEO is dedicated to executive management of these projects and programs and has no other command responsibilities.
Planning, Programming, Budgeting and Execution System (PPBES)	The PPBES is the Army's primary resource management system. A major decision-making process, the PPBES interfaces with OSD and joint planning and links directly to OSD programming and budgeting. It develops and maintains the Army portion of the defense program and budget. It supports Army planning, and it supports program development and budget preparation at all levels of command. It supports execution of the approved program and budget by both headquarters and field organizations. During execution, it provides feedback to the planning, programming, and budgeting processes. *AR 1-1, Planning, Programming, Budgeting, and Execution System*
Program Manager	A member of the Acquisition Corps responsible for managing the cost, schedule and performance of a defense acquisition program.

Research, Development, Test, and Evaluation (RDTE)	Activities for the development of a new system that include basic and applied research, advanced technology development, demonstration and validation (DEM/VAL), engineering development, developmental and operational testing and the evaluation (OT&E) of test results. RDTE includes activities to expand the performance of fielded systems. Also, an appropriation category that includes funds allocated to the future years defense program (FYDP) major force program 6. *DSMC Dictionary*
Significant Nonmajor Defense Acquisition Program	A Department of Defense acquisition program that is not a major defense acquisition program and that is estimated by the Secretary of Defense to require an eventual total expenditure for research, development, test, and evaluation of more that $50,000,000 (based on fiscal year 1980 constant dollars) or an eventual total expenditure for procurement of more than $250,000,000 (based on fiscal year 1980 constant dollars).
System training plan (STRAP)	A detailed plan developed by the trainer to reflect all training support required for weapon or equipment systems. The plan describes the training required for both individual and collective training and for each MOS associated with the weapon or equipment system.
Test and Evaluation Master Plan (TEMP)	The Test and Evaluation Master Plan (TEMP) documents the overall structure and objectives of the test and evaluation program. It provides a framework within which to generate detailed test and evaluation plans and it documents schedule and resource implications associated with the test and evaluation program. The TEMP identifies the necessary developmental test and evaluation, operational test and evaluation, and live fire test and evaluation activities. It relates program schedule, test management strategy and structure, and required resources to: (1) Critical operational issues; (2) Critical technical parameters; (3) Objectives and thresholds derived from the Capabilities Development Document (CDD); (4) Evaluation criteria; and (5) Milestone decision points. *DoD 5000.2-R*

Test Schedule and Review Committee (TSARC)	The Test Schedule and Review Committee (TSARC) is a General Officer Committee, chaired by the Commander, OPTEC. It meets semiannually to provide recommended priorities and resource support responsibilities for user supported tests to the DA DCSOPS for approval and implementation. The end products of the TSARC are the FYTP, and test priority lists for the current and budget year. b. Responsibilities. Resource support responsibilities are provided in detail in outline test plans (OTP) submitted to the TSARC by operational and developmental testers. (1) All direct costs for operational testing are delineated in an OTP. It lists the necessary resources and the administrative requirements to support an operational test and evaluation, as well as associated suspense dates and test milestones. (2) When included in the approved FYTP, an OTP becomes a formal resource tasking document for test execution and resource allocation within program and budget constraints. (3) OTPs are prepared by the operational tester as designated by HQDA DCSOPS (or materiel developer for DT when non-organic or user troops are required) and maintained by Headquarters, OPTEC, for the TSARC process. OPTEC is the operational tester for most Army Acquisition Category and DOT&E oversight program tests. However, USAISC, USAHSC, USAINSCOM, and others are designated as the operational tester for specific programs. (4) Preparation of the OTP begins following approval of the requirements document and a request from the Project Manager/Program Executive Officer to OPTEC for evaluator and tester members for the T&E IPT. OPTEC establishes OTP milestones concurrent with the assignment of testers and evaluators. Final TSARC approval of the OTP should take place no later than 24 months before test execution and in no case less than one year prior to execution. These milestones are critical to align testing and unit training objectives and minimize adverse effects of testing on user test unit and personnel readiness. (5) Test requirements that do not allow the one-year notification can be approved only on an exception basis by submitting a proposed OTP to the Chairman of the TSARC (OPTEC Commander) for "Out-of-Cycle" coordination by the TSARC members and subsequent approval by DA DCSOPS. Such a submission can only be submitted by a memo of transmittal, signed by a General Officer TSARC member. (6) No OTP will be approved without an Army approved TEMP. c. Test priorities. The TSARC establishes priorities among the tests, resolves resource issues and conflicts, and presents a prioritized package of OTPs to the DA DCSOPS for approval. Once approved the compendium of OTPs are

Training Aids Devices Simulators and Simulations (TADSS)	TADSS are developed and acquired to support training at the unit and Combat Training Centers (CTCs) and within the institutional training base. TADDS are categorized as either system or non-system. System TADSS are designed for use with a system, family of systems or item of equipment, including subassemblies and components. They may be stand-alone, embedded, or appended. Non-system TADSS are designed to support general military training and non-system specific training requirements.
Training Developer (TNGDEV)	Command or agency that formulates, develops, and documents or produces training concepts, strategies, requirements (materiel and other), and programs for assigned mission areas and functions. Serves as user (trainer and trainee) representative during acquisitions of their approved training materiel requirements (ICD, CDD and CPD) and training program developments. *AR 70-1*
Uniform Code of Military Justice (UCMJ)	Military justice relates to legal systems within each nation which govern order and discipline for members of their armed forces. For example, U.S. armed forces members are subject to the Uniform Code of Military Justice (UCMJ). The following military justice-related topics are especially complementary to the overall framework of human rights: the rights and responsibilities of military personnel; the role of the military commander in military justice; and effective military justice systems and how they ensure accountability for and deterrence from human rights abuses by military personnel. *DISAM* Historical development - the object of the disciplinary code is to ensure that the will of the commander is put into effect. Military law therefore traces its origins to the prerogative power of rulers. In Rome, just as a sector of civil law developed from the imperium of the magistrates, so did military law derive from the imperium of those same magistrates in their capacity as commanders. *Encyclopedia Britannica* UCMJ - Congressional Code of Military Criminal Law applicable to all military members worldwide Link to the UCMJ: http://www.au.af.mil/au/awc/awcgate/ucmj.htm